



City of Miami Springs Interoffice Memo

DATE: May 5, 2011

TO: Mayor Xavier Garcia and Members of the City Council

FROM: James R. Borgmann, City Manager *JRB*

RE: Status of Zoning Map

There seems to be some confusion here and I researched this issue recently with the city planner. This was a question where Richard asked for a price for a new zoning map. This was not a request that came from council for additional work.

The additional work staff talked to with Calvin Giordano was "outside the original scope of services". The document we received from CG was not a "work order", but rather an estimate for additional work. It could never have been a work order since it was not within the scope of the contracted work. At the time we received the estimate from CG, there was no money in the planning department's budget and CG was so informed. Due to the fact that the estimate for this additional work was nearly \$10,000, it would have required two additional quotes from other vendors before we could have proceeded.

All "work orders" from CG have been brought to you on a timely basis and nothing about this request for a price to create a new zoning map for the City was ever included in the scope of work or requested by Council. It was only an in-house request of the vendor to see what the cost would be.

The main reason we have not brought this to council yet is that is that I do not believe we are ready to do this, given the fact that we have not finalized all of the various new districts, potential overlay districts, and certain mislabeled parcels that have been mentioned by CG in their conversations with Council and during the recent EAR process. Certainly CG would be an obvious choice to do this work since they are currently the closest to the project. So we simply asked for a price.

Agenda Item No.

City Council Meeting of:

MAY 9, 2011



MAY 9, 2011

DATE: January 14, 2011
RE: City of Miami Springs Zoning Map Creation
CLIENT: City of Miami Springs
201 Westward Drive
Miami Springs, FL 33166-5289
ATTENTION: Mr. Richard R. Ventura, City Manager
CGA NO.: 10-3320.4

CGA HAS BEEN ADVISED TO PROCEED WITH THE FOLLOWING ADDITIONAL SERVICES:

Due to the client's request for work outside the original scope of services, Calvin, Giordano & Associates, Inc. will provide the following additional services:

I. Professional Data Technologies & Development Services

A. Data Review

1. Review all documentation regarding the City of Miami Springs Zoning map.
2. Review zoning map to determine any areas that may need clarification by City Staff during the conversion process.

B. Data Collection and Conversion

1. Gather all data necessary to convert the Zoning information to a parcel base map.
2. Select and assign a value to all parcels that correspond with each zoning designation. All zoning districts will be digitized to the street centerline unless the boundary clearly runs along a lot line.
3. Any issues regarding interpretation of the zoning district boundaries will be forwarded to the City of Miami Springs for clarification.

Building Code Services
Construction Engineering & Inspection
Construction Services
Contract Government
Data Technologies & Development
Emergency Management Services
Engineering
Governmental Services
Indoor Air Quality
Landscape Architecture & Environmental Services
Municipal Engineering
Planning
Public Administration
Redevelopment & Urban Design
Surveying & Mapping
Transportation Planning & Traffic Engineering
Utility & Community Maintenance Services

1800 Miller Drive, Suite 600
Fort Lauderdale, FL 33316
Phone: 954.921.7781
Fax: 954.921.8807

www.calvin-giordano.com

4. Interpretation of district boundaries

- Where district boundaries are indicated as approximately following street lines, alley lines, or lot lines, the lines shall be construed to be the boundaries.
- In case any further uncertainty exists, the council shall interpret the intent of the map as to location of boundaries, after having received the recommendations from the City of Miami Springs.
- Where any public street or alley is hereafter properly and officially vacated or abandoned, the regulations applicable to each parcel of abutting property shall apply to that portion of the street or alley added thereto by virtue of the vacation or abandonment, until action has been taken to amend the official district zoning map.

C. QA/QC – Tabular and Spatial

1. Once all zoning designations are assigned, a full topology will be run on the database to ensure the spatial accuracy of the data received from Miami-Dade County.
2. Review all zoning designations with the Planning Department to ensure all parcels are assigned correct information.

D. Map Creation

1. Creation of hard copy maps to be provided for the City of Miami Springs to review.
 - a. Three (3) copies at 8.5"x11"
 - b. Three (3) copies at 11"x17"
2. In addition to the hard copies to be provided to the City, high resolution PDF files will be provided for future printing purposes and for posting on the City Website.

II. Professional Planning Services

A. Update Official Zoning Map

1. Provide Technical Support to GIS to assist in the update of the City's Official Zoning Map.
 - Research City Ordinances for Amendments to the City's Official Zoning Map.
 - Assign zoning district category according to rezonings since 1993.
 - Review digitized zoning map created by CGA GIS for quality control / quality assurance.

PROPOSED SCHEDULE OF FEES		
I	Professional Data Technologies & Development Services	\$8,300.00
II	Professional Planning Services	\$1,560.00
	Other Planning Work Activity	\$1,560.00
III	Meetings not included in I thru II	Hourly
TOTAL (Plus Hourly Services)		\$9,860.00

AUTHORIZATION

Kindly sign and return this authorization at your earliest convenience.

Calvin, Giordano & Associates, Inc.
will proceed upon receipt of authorization..

By: _____

Mr. James R. Borgmann
City Manager

Date: _____

By: _____

Shelley Eichner
Shelley Eichner, AICP
Senior Vice President

Date: _____

1/14/11



Calvin, Giordano & Associates, Inc.
EXCEPTIONAL SOLUTIONS

Agenda Item No.

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5-9-2011

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Construction Engineering & Inspection
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Contract Government
Data Technologies & Development
Emergency Management Services
Engineering
Governmental Services
Indoor Air Quality
Landscape Architecture & Environmental Services
Municipal Engineering
Planning
Public Administration
Redevelopment & Urban Design
Surveying & Mapping
Transportation Planning & Traffic Engineering
Utility & Community
Maintenance Services

1800 Eller Drive, Suite 600
Fort Lauderdale, FL 33316
Phone: 954.921.7781
Fax: 954.921.8807

www.calvin-giordano.com

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	Other Planning Work Activity	\$1,560.00
III	Meetings not included in I thru II	Hourly
TOTAL (Plus Hourly Services)		\$9,860.00

AUTHORIZATION

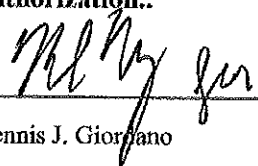
Kindly sign and return this authorization at your earliest convenience.
Calvin, Giordano & Associates, Inc.
will proceed upon receipt of authorization..

By: _____

Mr. James R. Borgmann
City Manager

Date: _____

By: _____


Dennis J. Giordano
President

Date: _____

4.29.11

ORDINANCE NO. 1018-2011

5-9-2011 *gb*

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF MIAMI SPRINGS AMENDING CODE OF ORDINANCE SECTION 150-011, UTILITY SHED, BY PROVIDING A NEW METHOD OF CALCULATING THE PERMITTED SIZE OF UTILITY SHEDS ON RESIDENTIAL HOMESITE PROPERTIES; IDENTIFYING A FURTHER LIMITATION ON PERMITTED SHED SIZES; REPEALING ALL ORDINANCES OR PARTS OF ORDINANCES IN CONFLICT; EFFECTIVE DATE.

WHEREAS, through the appeal of a variance denial from the Board of Adjustment, the City Council discussed the possible amendment of Code Section 150-011 regarding utility sheds; and,

WHEREAS, while it became apparent that an amendment to consider an increase in the size of utility sheds would be favorably received, the method of determining the sizes of permitted sheds came into question; and,

WHEREAS, the City Council discussed and debated an alternative method of determining the sizes of permitted sheds which would be more "homesite specific"; and,

WHEREAS, the City Council of the City of Miami Springs has determined that it is both proper and appropriate to provide a method of determining the authorized and approved sizes of utility sheds based upon the rear yard areas of each homesite property:

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF MIAMI SPRINGS, FLORIDA:

Section 1: That Code of Ordinance Section 150-011, Utility Sheds, is hereby amended as follows:

Section 150-011. Utility Sheds.

- (A) Utility Sheds shall be constructed in the rear yard only, and there shall be no more than one utility shed on each residential homesite property in the city.
- (B) ~~Utility sheds shall be limited in size to not more than 100 square feet; shall be installed and anchored to a minimum four inch thick concrete slab in accordance with the South Florida Building Code, and shall otherwise conform to Chapter 151. There shall be no more than one utility shed per building site.~~

The permitted size of utility sheds on residential homesite properties in the City shall be limited to five (5%) percent of the rear yard area of the property, not to exceed a maximum size of two hundred fifty (250) square feet, and shall be installed and anchored in accordance with the applicable rules and regulations of the Florida Building Code.

- (C) Notwithstanding the provisions of the foregoing subsection (B), the permitted size of utility sheds shall be further limited by the maximum rear yard area coverage limitation of fifteen (15%) percent set forth in Code Section 150-041(A)(2).

~~(C)(D)~~

~~(D)(E)~~

Section 2: That all Ordinances or parts of Ordinances in conflict herewith are hereby repealed insofar as they are in conflict.

Section 3: That the provisions of this Ordinance shall be effective immediately upon adoption by the City Council.

PASSED AND ADOPTED by the City Council of the City of Miami Springs,
Florida this 23rd day of May, 2011.

The motion to adopt the foregoing ordinance was offered on
second reading by _____, seconded by _____,
and on roll call the following vote ensued:

Vice Mayor Best	" "
Councilman Espino	" "
Councilman Lob	" "
Councilwoman Ator	" "
Mayor Garcia	" "

Zavier M. Garcia
Mayor

ATTEST:

Magali Valls, CMC
City Clerk

APPROVED AS TO FORM AND LEGAL SUFFICIENCY



Jan K. Seiden, Esquire
City Attorney

First reading: 05/09/2011
Second reading: 05/23/2011

Words ~~stricken through~~ shall be deleted. Underscored words constitute the amendment proposed. Words remaining are now in effect and remain unchanged.

RESOLUTION NO. 2011-3514

5-9-2011



A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MIAMI SPRINGS APPROVING AND ADOPTING RULES AND REGULATIONS FOR THE RECREATION DEPARTMENT, TENNIS, RACQUETBALL AND BASKETBALL COURTS, CHILDREN'S PLAYGROUNDS, GYM, FITNESS CENTER, DOG PARK, AND AQUATIC CENTER; PROVIDING FOR LONGEVITY OF THE RULES AND REGULATIONS; ESTABLISHING NOTIFICATION RESPONSIBILITY OF THE RULES AND REGULATIONS; AUTHORIZING ENFORCEMENT OF THE RULES AND REGULATIONS; EFFECTIVE DATE.

WHEREAS, Ordinance No. 955-2007 was enacted in 2007 and codified as Section 95-06, Rules and Regulations for City Parks and Recreational Facilities; and,

WHEREAS, the intent of the aforesaid Ordinance and Code Section was to provide the City with legislation enabling the City Administration and City Council to establish Rules and Regulations for City Parks and Recreational facilities by Resolution; and,

WHEREAS, although enforced pursuant to the authority of Code Section 95-06, the rules and regulations for each park or recreational facility are established, deleted, amended or clarified by the adoption of appropriate City Council Resolutions; and,

WHEREAS, in 2007, the initial Rules and Regulations for parks and recreational facilities in the City were approved and authorized by the City Council adoption of Resolution No. 2007-3359; and,

WHEREAS, the Recreation Department Staff has recently reviewed the previously adopted rules and regulations and determined that there is a present need for more comprehensive and location/operation specific Rules and Regulations; and,

WHEREAS, pursuant to Code Section 95-06, the Recreation Department Staff has promulgated and submitted new Rules and Regulations for the City's Parks and Recreational facilities to the City Manager for approval and transmission to the City Council for adoption; and,

WHEREAS, the City Council has received and reviewed the proposed Rules and Regulations from the City Manager for official adoption; and,

WHEREAS, the City Council has determined that it is in the best interests of the City and its citizens to adopt the Rules and Regulations for City Park and Recreational facilities proposed and approved by the City Administrative Staff and City Manager:

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF MIAMI SPRINGS, FLORIDA:

Section 1: That the City Council of the City of Miami Springs hereby approves and adopts the following Rules and Regulations for City Parks and Recreational facilities attached hereto and by this reference made a part hereof:

- City of Miami Springs Recreation Department Rules and Regulations.
- City of Miami Springs Tennis, Racquetball and Basketball Court Rules and Regulations.
- City of Miami Springs Children's Playground Rules and Regulations (ages 2 to 5).
- City of Miami Springs Children's Playground Rules and Regulations (ages 6 to 12).

- City of Miami Springs Gym Rules and Regulations.
- City of Miami Springs Fitness Center Rules and Regulations.
- City of Miami Springs Dog Park Rules and Regulations.
- City of Miami Springs Aquatic Center Rules and Regulations.

Section 2: That the aforesaid Park and Recreation Facility Rules and Regulations supercede the existing Rules and Regulations adopted by prior City Resolution No. 2007-3359, and shall remain in full force and effect until supplemented, deleted, amended or clarified by subsequent City Council Resolution in accordance with the provisions of Code of Ordinance Section 95-06(C).

Section 3: That the City's Recreation Department, Code Compliance Department and Police Department shall have the joint duty and responsibility to notify all persons of the Rules and Regulations governing City Parks and Recreational facilities in accordance with the provisions of Code of Ordinance Section 95-06(D).

Section 4: That the Rules and Regulations approved and adopted by this Resolution shall be enforced pursuant to the provisions of Code of Ordinance Section 95-06(E).

Section 5: That the provisions of this Resolution shall be effective immediately upon adoption by the City Council.

PASSED AND ADOPTED by the City Council of the City of Miami Springs, Florida,
this _____ day of _____, 2011.

The motion to adopt the foregoing resolution was offered by
_____, seconded by _____,
and on roll call the following vote ensued:


Vice Mayor Best	" "
Councilman Espino	" "
Councilman Lob	" "
Councilwoman Ator	" "
Mayor Garcia	" "

Zavier M. Garcia
Mayor

ATTEST:

Magali Valls, CMC
City Clerk

APPROVED AS TO LEGALITY AND FORM:


Jan K. Seiden, City Attorney

City of Miami Springs Recreation Department General Rules and Regulations

General Hours of Operation: Sunrise to Sunset (Except for Scheduled Evening Activities)

Use of fields or any amenity within this facility only by express authorization of the City of
Miami Springs Recreation Department.

For more information please call: Call 305-805-5075

- No congregating, loitering, or overnight stays unless involved in authorized function. No unauthorized persons permitted on grounds after closing
- Operating a motor vehicle in areas other than established roadways, parking areas, or designated routes is prohibited.
- Licensed motor vehicles in designated parking areas only. ATVs, off-road vehicles, go-carts, mini/dirt bikes, etc., are prohibited.
- No bicycling, skating, skateboarding or other uses permitted. A person may not ride a bicycle anywhere except on a paved vehicular road or on a path designed for biking.
- Disorderly conduct or illegal acts defined by City Ordinance will be cause for immediate arrest or expulsion. For example, Cursing, Graffiti, Weapons and Fighting.
- Consumption or possession of alcoholic beverages on City of Miami Springs property is prohibited unless licensed and authorized by the City of Miami Springs
- No smoking or chewing tobacco is permitted.
- Cooking and Barbequing is not permitted.
- No dogs, cats, animals or pets of any kind allowed on the City of Miami Springs property, except for the Dog Park.
- Hitting Golf Balls is not allowed.
- Using the public waste containers for dumping of household or commercial garbage or trash brought from off premises, except for trash reasonably incidental to a visit to a park or recreational facility is prohibited.
- No person shall disobey the lawful and reasonable order of a park employee in the discharge of his/her duties, or disobey or disregard the notices, prohibitions, instructions, rules or regulations on any park sign.
- The Department of Parks and Recreation shall have the authority to make additional rules and regulations as is necessary to insure the orderly growth and protection of the park, recreation and natural resource areas under its control consistent with and in furtherance of the intent of this resolution.
- A person may not play games involving thrown or otherwise propelled objects such as balls, stones, arrows, javelins, or model airplanes except in areas set apart for such forms of recreation.
- When the Thor Guard Lightning Predictor System sounds a 15 second sustained horn blast and the associated yellow strobe is operating signaling that they must be vacated by all personnel within eight (8) minutes. The field will remain officially closed until the three 5 second horn blasts and the yellow strobe has stopped flashing signaling the all-clear.
- Good sportsmanship is expected for all activities. The Miami Springs Recreation staff reserves the right to remove anyone not following the rules from any facility or park.
- No Tents or Canopy's – unless at City sanctioned events and permitted in writing through the Parks and Recreation Department.
- No Jump Houses or similar air inflatable entertainment – unless at City sanctioned events and permitted in writing through the Parks and Recreation Department.
- No Rental of the Picnic Tables.
- Parking Areas for all City parks, the Community Center and the pool are for the express use of the associated facility patrons. No vehicles are allowed at any time to be parked for the purpose of selling or storing them or for any other reason other than to facilitate patrons immediate usage of the associated facility.
- Violations of any of these Regulations can result in a fine provided for in the Civil Infractions code, and/or suspension for up to one year from the use of some or all of the City's fields and pool imposed after consideration of all available facts by the Parks & Recreation Department Director or Interim Director.

To report disorderly conduct, safety or other concerns, please contact the Recreation Department at 305-805-5075 or the Miami Springs Police Department 305-888-9711.

City of Miami Springs Tennis/Racquetball Court Rules and Regulation

General Hours of Operations: Monday through Friday 9:00am – 9:00pm
Saturday, Sunday & Holidays 9:00am – 6:00pm

- In addition to the following area specific rules and regulations, the City of Miami Springs Recreation Department General Rules and Regulations also apply.
- Non-Members must check-in at Pro Shop to pay court fees
- Please be advised that users play at their own risk
- Do not use when wet or during inclement weather
- Must wear appropriate attire and regulation tennis shoes. Shirts must be worn at all times.
- Must enter and exit tennis courts through designated area.
- Please limit court time when others are waiting to play. 1 hr for singles play and 1 ½ hrs for doubles play
- No bicycling, skating, skateboarding or other uses permitted.
- Any glass, metal, or hazardous items prohibited.
- No dogs, cats, animals or pets of any kind allowed in park or on courts.
- No congregating or loitering for non-tennis court uses is allowed.
- Disorderly conduct or illegal acts defined by City Ordinance will be cause for immediate arrest or expulsion.
- Profane or Abusive language is not permitted
- Good sportsmanship is expected for all activities. Proper tennis etiquette must be used at all times.
- No Smoking in park
- When the Thor Guard Lightning Predictor System sounds a 15 second sustained horn blast and the associated yellow strobe is operating signaling that they must be vacated by all personnel within eight (8) minutes. The field and tennis courts will remain officially closed until the three 5 second horn blasts and the yellow strobe has stopped flashing signaling the all-clear.

To report disorderly conduct, safety or other concerns, please contact the Recreation Department at 305-805-5075 or the Miami Springs Police Department 305-888-9711.

City of Miami Springs Children's Playground
Rules and Regulations

General Hours of Operation: 8:00am to Sunset

Sunday Hours: 9:00am to Sunset

- In addition to the following area specific rules and regulations, the City of Miami Springs Recreation Department General Rules and Regulations also apply.
- This play area is designed for children 2 to 5 years of age with parental/adult supervision.
- Rough-housing or any acts which jeopardizes the safety of any individuals is strictly prohibited.
- Do not use if it is raining or it is wet.
- The throwing of sand, playground mulch or any other object is strictly prohibited.
- Do not use playground equipment improperly. Use playground equipment for its intended purpose.
- Proper footwear required; no bare feet.
- No bicycling, skating, or skateboarding in playground area.
- Any glass, metal, or hazardous items prohibited.
- No dogs, cats, animals or pets of any kind allowed in park or playground.
- No congregating or loitering for non-playground use is allowed.
- Disorderly conduct or illegal acts as defined by City, County and State Law Ordinance will be cause for immediate arrest or expulsion.
- When the Thor Guard Lightning Predictor System sounds a 15 second sustained horn blast and the associated yellow strobe is operating signaling that they must be vacated by all personnel within eight (8) minutes. The playground will remain officially closed until the three 5 second horn blasts and the yellow strobe has stopped flashing signaling the all-clear.

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City of Miami Springs Children's Playground
Rules and Regulations

General Hours of Operation: 8:00am to Sunset.

Sunday Hours: 9:00am to Sunset.

- In addition to the following area specific rules and regulations, the City of Miami Springs Recreation Department General Rules and Regulations also apply.
- This play area is designed for children **6 to 12** years of age with parental/adult supervision.
- Rough-housing or any acts which jeopardizes the safety of any individuals is strictly prohibited.
- Do not use if it is raining or it is wet.
- The throwing of sand, playground mulch or any other object is strictly prohibited.
- Do not use playground equipment improperly. Use playground equipment for its intended purpose.
- Proper footwear required; no bare feet.
- No bicycling, skating, or skateboarding in playground area.
- Any glass, metal, or hazardous items prohibited.
- No dogs, cats, animals or pets of any kind allowed in park or playground.
- No congregating or loitering for non-playground use is allowed.
- Disorderly conduct or illegal acts as defined by City, County and State Law Ordinance will be cause for immediate arrest or expulsion.
- When the Thor Guard Lightning Predictor System sounds a 15 second sustained horn blast and the associated yellow strobe is operating signaling that they must be vacated by all personnel within eight (8) minutes. The playground will remain officially closed until the three 5 second horn blasts and the yellow strobe has stopped flashing signaling the all-clear.

To report and disorderly conduct, safety or other concerns, please contact the Recreation Department at 305-805-5075 or the Miami Springs Police Department 305-888-9711.

City of Miami Springs Gym Rules and Regulations

- In addition to the following area specific rules and regulations, the City of Miami Springs Recreation Department General Rules and Regulations also apply.
- No food or drinks allowed other than water. Water must be in a squeeze bottle.
- Alcoholic beverages are strictly prohibited.
- Athletic, non-marking court shoes are required at all times. Dark soled running shoes, turf shoes, spiked shoes, dress shoes and any other types of shoes which mark the floors are strictly prohibited. No bare or stocking feet.
- Dunking is permitted, but hanging on the rim will not be allowed.
- Youth under 12 years old must be accompanied by a parent/guardian in all areas of the facility, unless they are participating in an organized activity or supervised by the City of Miami Springs Recreation Staff.
- No smoking, spitting, chewing tobacco, or gum is permitted in the facility.
- No pets are allowed except those assisting a person with a disability or if a special program is scheduled.
- The Miami Springs Recreation Department is not responsible for any lost or stolen articles.
- Shirts must be worn at all times.
- Foul language, gambling, fighting, horse play, loitering, stealing, threatening, or indecent conduct will not be tolerated. This is not allowed and can result in suspension, expulsion or termination of membership and/or use of the facility.
- Good sportsmanship is expected for all activities. The Miami Springs Recreation staff reserves the right to remove anyone not following the rules of the Community Center.
- The Miami Springs Recreation staff reserves the right to add, amend or delete rules as necessary.

To report disorderly conduct, safety or other concerns, please contact the Recreation Department at 305-805-5075 or the Miami Springs Police Department 305-888-9711.

City of Miami Springs Fitness Center Rules and Regulations

- In addition to the following area specific rules and regulations, the City of Miami Springs Recreation Department General Rules and Regulations also apply.
- Food is not permitted in the Fitness Center.
- Water is allowed in the Fitness Center. However, it must be in a squeeze bottle.
- All participants must be 18 and over.
- Children aged 11 and under are not permitted in the fitness room at any time. This includes strollers, baby carriers and children sitting inside the fitness room area while a parent/guardian is exercising.
- Teens between the ages of 12-17 may use the fitness room equipment for a nominal fee when accompanied by a paying adult who is responsible for direct supervision. An adult is defined as someone 18 years or older and direct supervision is defined as being immediately adjacent to the machine that the teen is using. The adult may be using an adjacent machine or standing next to the machine that the teen is on.
- Equipment must be returned to its proper location after use.
- Rubber soled shoes that cover the entire foot must be worn at all times. For health and safety reasons, sandals, spiked shoes, work boots and flip flop types of shoes are not permitted.
- The Miami Springs Recreation Department is not responsible for any lost or stolen articles.
- Shirts must be worn at all times. Bathing suits and jeans are not permitted in the fitness room.
- Cardiovascular equipment use is limited to 20 minutes when people are waiting.
- Using a spotter when lifting weights is recommended. The fitness room is not always supervised and you are exercising at your own risk.
- Please be considerate of other customers, wipe down equipment after each use, and return the weight plates and dumbbells to the racks provided.
- Foul language, gambling, fighting, horse play, loitering, stealing, threatening, or indecent conduct will not be tolerated. This is not allowed and it can result in suspension, expulsion or termination of membership and/or use of the facility.
- The Miami Springs Recreation Department staff reserves the right to add, amend or delete rules as necessary.

To report disorderly conduct, safety or other concerns, please contact the Recreation Department at 305-805-5075 or the Miami Springs Police Department 305-888-9711.

City of Miami Springs Dog Park Rules and Regulations

General Hours of Operation: Sunrise to Sunset

- In addition to the following area specific rules and regulations, the City of Miami Springs Recreation Department General Rules and Regulations also apply.
- Keep gates closed at all times.
- No alcoholic beverages allowed.
- Dogs must be leashed while entering and/or exiting the park.
- **DOGS MUST BE REMOVED FROM THE PARK AT THE FIRST SIGN OF AGGRESSION.**
- Female dogs in heat and puppies under 4 months of age are not allowed in the park.
- **NO UNNEUTERED DOGS ARE ALLOWED IN THE PARK.**
- Owners must remain in the park, with leash, and be in control of their dogs at all times.
- No more than 3 dogs per person and they must be accompanied by a person 18 years or older.
- Children under the age of 16 are not permitted unless accompanied by an adult.
- Bringing small children or infants in the park is not recommended for obvious safety concerns.
- Dogs must be legally licensed, have current vaccinations and shall wear visible tags.
- Smoking, glass containers and edible items are not permitted in the park.
- Dog food is not allowed.
- Owners are responsible for any damages to the park and/or other dogs.
- Owners are responsible for cleaning up and disposing of dog waste in designated containers.
- Use your park at your own risk.
- The City of Miami Springs shall not be liable for injury or damage caused by a dog at the park.
- When the Thor Guard Lightning Predictor System sounds a 15 second sustained horn blast and the associated yellow strobe is operating signaling that they must be vacated by all personnel within eight (8) minutes. The field and dog park will remain officially closed until the three 5 second horn blasts and the yellow strobe has stopped flashing signaling the all-clear.

To report and disorderly conduct, safety or other concerns, please contact the Recreation Department at 305-805-5075 or the Miami Springs Police Department 305-888-9711.

City of Miami Springs Aquatic Center Rules and Regulations
Pool Rules

- Obey instructions of all lifeguards
- No running or horseplay allowed
- A caregiver who can swim must accompany any non-swimmer under the age of eight (but they do not have to be in the water).
- A non-swimmer is determined by authorized pool personnel and is someone that can't swim the width of the pool or float/tread for one minute.
- Children under the age of six should be accompanied by a responsible person 18 years of age or as determined by the Pool Supervisor
- Dive only in designated areas
- No animals in pool or on pool deck
- No food, drink, chewing gum or glass containers allowed
- No Smoking
- No flotation devices, balls, toys, or masks and snorkel equipment allowed
- Shower before entering pool
- Persons with open sores or rashes are not allowed in water
- Lap swimming only between lane lines
- Parents and spectators must wait outside, on bleachers or on observation deck
- Violators of pool rules will be asked to leave the facility
- When the Thor Guard Lightning Predictor System sounds a 15 second sustained horn blast and the associated yellow strobe is operating signaling that they must be vacated by all personnel within eight (8) minutes. The field and swimming pool will remain officially closed until the three 5 second horn blasts and the yellow strobe has stopped flashing signaling the all-clear.

Bathing Load: 186 People

Diving Board Rules

- Swim test required to use diving board
- Use handrails when climbing up ladder and onto the diving board
- One person on the board at a time
- Before jumping off board, wait until the previous person has reached the exit ladder
- One bounce on the board
- No running on the board
- Jump straight off the end of the board
- After entry, exit to the side
- No public allowed on starting blocks

Slide Rules

- If gate is locked and no water is coming out of slides they are closed
- **No more than two people** (max) on each platform
- No jumping on platforms, or leaning on nets
- Participants must slide feet first
- No balls or kickboards permitted with slider (person only)

- One person per slide at a time (Unless given lifeguard consent)
- Wait for previous person to reach water and swim out of the way before going.
- Immediately move out of the way upon reaching water
- No climbing up slides
- No throwing objects up slides, especially when slides are in use

RESOLUTION NO. 2011-3515

5-9-2011



A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MIAMI SPRINGS ESTABLISHING A CITY YOUTH ADVISORY COUNCIL; PROVIDING FOR COUNCIL MEMBERSHIP, APPOINTMENT PROCEDURES, TERM OF MEMBERSHIP, MEETINGS OF THE COUNCIL, COUNCIL OFFICERS AND DUTIES, CITY SUPPORT SERVICES, SCHOOL SUPPORT SERVICES, ABSENCES OF MEMBERS, APPLICABLE LAW, COUNCIL DUTIES AND RESPONSIBILITIES; CONTINUITY OF COUNCIL; EFFECTIVE DATE.

WHEREAS, the City has discussed various methods to promote and support student involvement with local government and community issues; and,

WHEREAS, the City has been advised that other local governments authorized the establishment of Youth Advisory Councils; and,

WHEREAS, Youth Advisory Councils are meant to engage the youth of the community in local issues, promote decision making skills, and provide a platform for the development of youth leadership; and,

WHEREAS, Youth Advisory Councils serve in an advisory capacity to the City Council with respect to the many community matters affecting the various age groups of children in the City; and,

WHEREAS, the City Council of the City of Miami Springs has determined that it is both proper and appropriate, and beneficial to the City and its citizens, to establish a Youth Advisory Council for the City of Miami Springs:

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY
OF MIAMI SPRINGS, FLORIDA:**

Section 1: That the City Council of the City of Miami Springs hereby authorizes and establishes a Youth Advisory Council for the City in accordance with the following provisions:

CITY OF MIAMI SPRINGS YOUTH ADVISORY COUNCIL

Section 1: Establishment of Youth Advisory Council. There is hereby established a Youth Advisory Council which shall act in an advisory capacity to the City Council of the City of Miami Springs. The purpose of the Youth Council is to provide the youth of the City of Miami Springs with a vehicle to learn about government, participate in the process of city government, represent and articulate the needs of youth in the City, and advise the Mayor and City Council on matters affecting the youth and teen population, especially City programs relating to youth and teens.

Section 2: Council Membership. The Youth Advisory Council shall consist of seven (7) members. Each member shall be a resident of the City of Miami Springs and must be in at least the fifth grade to qualify for membership on the Council.

Section 3: Appointment to Council. Each student interested in becoming a member of the Council shall complete a membership application and comply with whatever other conditions or requirements may be imposed by the prospective member's school. Each of the following Miami Springs Schools shall nominate one student for membership on the Youth Advisory Council:

1. Miami Springs Senior High School.
2. Miami Springs Middle School.
3. Miami Springs Elementary School.
4. Springview Elementary School.
5. All Angels Academy.
6. Blessed Trinity Catholic School.
7. Seventh Day Adventist School.

The City Council will review all the information and documentation submitted by each school in support of its nominated member, and the City Council shall then be required to ratify each membership nomination by a majority vote of the Council.

Section 4: Term of Membership. Each appointed Youth Advisory Council member shall serve a one year term of office, beginning on October 1st and concluding on May 31st of each school year. Membership during one term shall not disqualify a member from serving on subsequent Youth Advisory Councils.

Section 5: Meetings of the Council. The Youth Advisory Council shall meet on a quarterly basis in the City of Miami Springs Council Chambers, and shall be required to submit status reports, Council recommendations and meeting minutes to the City Council on a timely basis.

Section 6: Council Officers. The members of the Council shall elect a Chairperson, Vice-Chairperson, and Secretary at its first meeting following ratification of all students to the Council. The chairperson shall be responsible for conducting all Council meetings. If the chairperson is unavailable or unable to conduct any Council meeting, the Vice-Chairperson shall assume the Chairperson's duties. The Council Secretary shall be responsible for providing timely advance notice of all meetings, in conjunction with the clerical assistant assigned to the Council by the City, as well as providing the City Council with all Council status reports, recommendations and meeting minutes.

Section 7: City Support Services. The City shall allow the Youth Advisory Council to conduct its meetings in the City Council Chambers or at such other alternate location as may be timely designated. In addition, the City shall provide clerical assistance for all Council related activities, and insure that appropriate materials and supplies are made available to Council members.

Section 8: School Support Services. On a rotating basis, as may be determined jointly by the schools nominating members for the Council, at least one adult advisor shall be provided for all Council meeting and activities.

Section 9: Absences of Council Members. Absences from any two consecutive quarterly Council meetings shall cause the absent member to be automatically removed from the Council, unless either of the absences is excused by a majority vote of the remaining members of the Council.

Section 10. Applicable Law. The acts, actions and activities of the Youth Advisory Council shall be subject to Sunshine Law (Florida Statute Section 286.011) and Public Records Law (Florida Statute Chapter No. 119) of the State of Florida.

Section 11. Council Duties and Responsibilities. The Youth Advisory Council shall have the following duties and responsibilities:

1. Evaluate and review issues affecting youth in the City.
2. Increase volunteerism and enhance civic education.
3. Promote leadership and advocacy for youth issues.
4. Develop and perform at least one community service project during each academic year.
5. Facilitate meetings with youth to discuss issues important to the community.
6. Share ideas and discuss issues, concerns and suggested improvements with the City Council or the participating schools.
7. Assist in planning youth and recreation activities.
8. Evaluate and advise the City Council on issues assigned to the Youth Advisory Council by the City Council.

Section 12. Continuity of Council. The Youth Advisory Council provisions established by this Resolution shall remain in full force and effect until superseded by subsequent City Council Resolution.

Section 2: That the provisions of this Resolution shall be effective immediately upon adoption by the City Council.

PASSED AND ADOPTED by the City Council of the City of Miami Springs, Florida,
this _____ day of _____, 2011.

The motion to adopt the foregoing resolution was offered by
_____, seconded by _____,
and on roll call the following vote ensued:

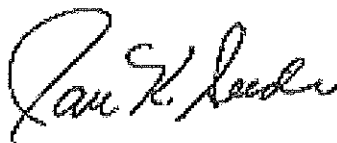
Vice Mayor Best	" "
Councilman Espino	" "
Councilman Lob	" "
Councilwoman Ator	" "
Mayor Garcia	" "

Zavier M. Garcia
Mayor

ATTEST:

Magali Valls, CMC
City Clerk

APPROVED AS TO LEGALITY AND FORM:


Jan K. Seiden, City Attorney

MAY 9, 2011

MEMORANDUM

TO: City Clerk
 FROM: Dan Espino
 DATE: 5/3/11
 RE: Strategic Planning Retreat (For 5/9/11 Regular Council Meeting)

So as to facilitate a discussion on a larger scope about our planning and action priorities for Miami Springs, I propose that the Mayor and Council host a "*Strategic Planning Retreat*." As used by other municipalities, such meetings make possible great discussions about a number of issues in a way that is not typically accomplished through the structure of regular meetings, while simultaneously fostering community involvement, consensus building and long term planning. The Strategic Planning Retreat would be a day-long, publically noticed meeting held in the City but away from City Hall that is meant to foster a discussion amongst the Mayor and Council Members, the administration and staff and residents from the community. The following would be my proposal:

Proposal for Miami Springs Strategic Planning Retreat

Parties: Mayor and Council, Administration and Staff, Delegates and Residents
Location: Miami Springs Country Club or Community Center
Date: TBD
Issues: TBD

Schedule:

- Morning General Session: *Welcome, Rules and Committee Identification* (brief)
- Break-Out Sessions: *Committees meet to discuss selected topics*
- Lunch
- Afternoon General Session: *Reports from Committees, Topic Discussions*
- Following Council Meeting: *Reports officially considered on Council for action*

Format for Break-Out Sessions:

- Number and Subjects of Topics are previously discussed and selected at Regular Meeting
- Mayor /Council to participate in Break-Out Session of their choosing
- Mayor/Council are asked to select and invite residents to attend and serve as their delegates in the sessions in which Mayor/Council Members will not personally participate

Special Considerations:

- Request from Staff an explanation of the internal and external environment in which each department is operating (demands, goals, funds, other factors)
- Strategic Planning Retreat will be publically noticed and discussions recorded, in accordance with Sunshine Law
- All residents are welcome to participate
- Cost: Materials, Food, Staff Time, Notice Publication

Attachments

- 1) Synopsis Article; 2) Step-by-Step Guidelines; 3) City Examples

↳ more to follow

**Strategic Planning:
Synopsis**

WHAT IS STRATEGIC PLANNING?

STRATEGIC PLANNING IS A SYSTEMATIC PROCESS to identify why your local government exists, whom it serves, benefits derived from the services you provided and your administration's vision for serving its citizens. Your strategic plan serves as a blueprint to achieve your vision. It also answers three basic questions: Who are we? What do we want? and How are we going to get what we want? At each stage of the process, you will need to involve various people and groups and this is where the power of strategic planning comes into play.

Does strategic planning sound like a long, drawn-out process? Well, it can take a while to do it right — "Anything worth doing, is worth doing right." This may be quite true, but there needs to be a lot of benefits for embarking on a time-consuming and sometimes difficult process. Participants at CML's "The Path to Strategic Planning" workshops

determined a number of benefits for undergoing this process:

- Helps engage the community and involve a wider group of stakeholders
- Creates a plan that has the community in mind
- Focuses on broad issues
- It's fun to envision the future
- Identifies clear impacts and decisions
- Helps us keep a focus
- Proactive versus reactive (not crisis management)
- Assesses resources, strengths, and weaknesses
- Makes it easier to measure success
- Adds to the stability of the community
- Gives us a sense of achievement

- Provides stability through term-limits/changes

There are many approaches to strategic planning, however, there are a couple of common threads among most plans. The predominant starting point is a solid understanding of the organization: its vision, mission, values, history, key contributors, accomplishments and setbacks answering the question "Who are we?" Being able to see the organization within the environment in which it operates is also beneficial. There are a variety of environmental scans that help organizations understand the pressures and dynamics that are affecting them and that could affect their strategic plan.

In the workshops, participants are asked to conduct an environmental scan on trends in local municipalities. Here are some of the trends they came up with:

PERCEIVED TRENDS IN LOCAL MUNICIPALITIES

Emerging Trends

More partnerships
Increasing public involvement via technology
State-local government changes
Revenue limitations (TABOR)
Succession planning
Demographic changes
Interest in parks and trails
More technology
Focus on performance measurements
Environmental concerns
Increasing senior population
Leadership gaps due to baby boomers retiring

Existing Trends

Lack of public involvement
Lack of long-term thinking
Gap between "haves" and "have nots"
Special interest focus
Expectation of technology
Term limits
Lack of economic sustainability
Resource challenges
Increasing demands, decreasing resources
TABOR
Entitlement
Public disconnect with government
Citizen apathy
Budget issues
Economic development
Growth versus no-growth
Competition for resources
Senior and youth issues
Erosion of local control

Disappearing Trends

Public engagement
Trust in public officials
Face-to-face personal interaction
Personal responsibility
Volunteers
Trust in government
Voter turnout
Civic involvement
Time
Community involvement
Rural/historic characteristics
Sense of community pride
Trust in media
Neighborhoods
"Mom & Pop"
"Handshake" operations

What would you add to these trends?

The final plan should include specific information about goals, objectives and clearly defined action steps, required resources, when the action item is due and how you will monitor progress and measure success.

Still answering the "Who are we?" question, one common thread in most strategic planning processes is to conduct a SWOT analysis to explore the Strengths, Weaknesses, Opportunities and Threats of the organization. The Technology of Participation ToP® strategic planning method also looks at the Benefits of Success and the Dangers of Success (unanticipated consequences of success that you might want to plan for).

Once the group has a pretty good handle on its identity and environment, the next couple of steps have to do with setting goals, objectives and strategic directions and developing action plans to accomplish them. This helps identify "What we Want and How We're Going to Get It". The ToP® method includes the a "process map":

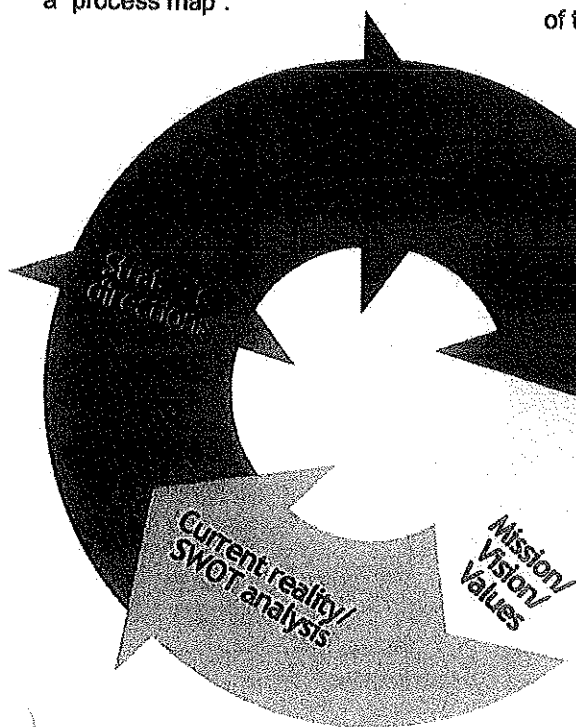
Strategic planning is not an easy process. It requires a strong commitment from both your executive level and governing board. To secure top level support you will need to assess the resources needed to develop and implement a successful plan. Resources to consider include staffing needs and compensation for their time, hiring a professional facilitator, your organization's technological ability to design, implement and monitor the plan, and meeting and facilities expenses. If the roof has caved in and you're in crises mode strategic planning is not the best method for dealing with the crises. Take care of the crises first, then consider creating a strategic plan.

Additional challenges include identifying who makes the decisions at each stage of the process and when you need to build consensus. Using a skilled facilitator can guide you through this and utilizing participatory method, when appropriate, can make it a more inclusive process. Making sure you have included all important stakeholders will help you avoid creating a plan that is unsupported. When done right, strategic planning should engage and excite your staff and citizens in shaping the future direction of your local government.

The final plan should include specific information about goals, objectives and clearly defined action steps that identify who is responsible for each action item, what resources are needed, when the action item is due and how you will monitor progress and measure success. As a basic rule, you should regularly review your action items; a good practice is to conduct quarterly and annual evaluations. However, more frequent than four times a year may be necessary depending on external circumstances. To keep people committed and on track, communicate and publish results regularly and acknowledge departmental and individual accomplishments as they occur. It may be helpful to research other municipalities' strategic plans or to benchmark your processes. Keep your focus on the strategic plan and strategic directions. Many leaders get off track because they focus most of their time on operational or tactical issues and don't think strategically. Leaders who spend about 20 percent of their time thinking strategically and working their plan are more likely to be successful achieving the goals and vision of their strategic plan.

Utilizing a professional facilitator can help your municipality navigate the strategic planning process. Collaborative Connections Inc. 303-380-2550 has skilled, professional facilitators, including Penny McDaniel and Anne Neal.

** Technology of Participation® is a registered trademark of the Institute of Cultural Affairs. ToP® Group Facilitation Methods and Strategic Planning Methods are offered world-wide by ToP® trainers.*



**Strategic Planning:
Process Guidelines**
(from Strategic Planning for Local Government)

Planning to plan

One must plan to plan. This is true whether the plan is the first or the fifty-first. It is as true in the public sector as in the business world. The stakeholders in the public sector may be more numerous and may have greater access to the process, and scans may need to be broader, but the process is the same for a government as for a business, and the need for the process may be even greater.

Strategic plans in both the public and private sector frequently acknowledge the ongoing nature of the process. Including a formal statement in the plan itself will provide a constant reminder of the need to reconvene, review, and replan. Such statements may be brief reminders that review and replanning will take place. Others may be more specific as to the timing and ongoing responsibilities of the planning committee. A good example, a statement from the plan of Whitley County, Indiana, is provided in Appendix 11.

Strategic planning can spell the difference between success and failure for an organization. It can encourage employees at all levels to stretch to achieve a higher plane of thought and performance. It can result in the optimal allocation of scarce budgetary resources. It can give employees and constituents a greater sense of their stake in the system and a better feeling about its future and their own.

Strategic Planning: A Step-by-Step Guide

Following is an outline of steps in the process and product of strategic planning.

- I. Identify the need for strategic planning
 - A. Explain the benefits of the strategic planning process
 - B. Explain the strategic planning process
 - C. Solicit support for the strategic planning process from
 1. Elected officials
 2. Senior appointed officials
 3. Department heads and key staff
 4. Citizens
- II. Announce the decision to use the process and the expected benefits to
 - A. Employees
 - B. Key appointed members of boards, commissions, etc.
 - C. The press, newsletters, etc.
 - D. Citizens and other users of public services
- III. Determine the structure of the process
 - A. Decision-making approach (top-down, bottom-up, or combination)
 - B. Review process
 - C. Approval process
 - D. Schedule
- IV. Select the participants
 - A. Elected officials
 - B. Senior appointed officials

- C. Employees
- D. Public school officials
- E. External representatives
 - 1. Citizens at-large or citizen groups
 - 2. Board and commission members
 - 3. The business community
 - 4. Interest groups
- V. Empanel the group
 - A. Convene the first meeting
 - B. Announce, appoint, or select a chairman
 - C. Issue the charge to the group
 - D. Review the schedule
 - 1. Meetings
 - 2. Products
 - 3. First draft
 - 4. Final draft
 - 5. Reporting requirements and the review process
 - 6. The approval process
 - 7. Timing of the implementation
- E. Announce support and incentives for the planning group
 - 1. Rewards of success
 - 2. Support of the local leadership
 - 3. Guidance available
- F. Develop committee structure, membership, and operating principles
- VI. Lay the groundwork
 - A. Identify the mission from the local charter, state law, or other source
 - B. Develop a mission statement if none exists
 - C. Through interviews and other means, identify key local decision-makers and their inherent beliefs
- VII. Conduct the environmental scan
 - A. Structure the scanning matrix
 - 1. Identify the environmental factors to be scanned
 - 2. Identify the environmental factors to be observed in each environment
 - B. Using the environmental scanning matrix (Figure 2.2), assign the review process for each cell (each factor within each environment) to a person or persons
 - C. Ensure that participants develop a full understanding of each cell
 - D. Reconvene the planning group or assemble the intelligence it has gathered
- E. Describe the possible scenarios for the future
- F. Detail the single description which most accurately depicts the future
- G. Ensure that participants discuss the description of the future for concurrence and understanding
- H. Review the scenario of the future and extract from it:
 - 1. Internal weaknesses
 - 2. Internal strengths
 - 3. External opportunities
 - 4. External threats
- VIII. Review the scan and its conclusions
 - A. Achieve the maximum consensus on goals
 - B. Develop objectives for each goal
 - C. Achieve the maximum consensus on objectives
 - D. Develop strategies for each objective
 - E. Achieve the maximum consensus on strategies
 - F. Develop initial implementation plans
 - G. Develop as many contingency situations as possible
 - H. Develop plans for each contingency situation
 - I. Develop control mechanisms and incorporate into the plan
- IX. Prepare a written plan
 - A. Assign writers to prepare a draft
 - B. Review draft internally
 - C. Revise draft as needed
 - D. Submit revised draft for external review to elected officials, civic groups, and other stakeholders
 - E. Revise draft again as needed
- X. Submit the plan to the governing body for official adoption
- XI. Publicize the plan to
 - A. Constituents
 - B. Media
 - C. Others
- XII. Implement the plan
 - A. Implement strategies
 - B. Design and institute controls
 - C. Monitor and assess ongoing performance
 - D. Assess feedback and revise implementation plans as needs
- XIII. Prepare for next planning cycle
 - A. Ensure that feedback is captured for future planning cycles
 - B. Outline and schedule next planning cycle

Internal environment

Economic and financial factors (A-1)

1. Trends in local revenues, including taxes and fees
2. Status of federal and state assistance
3. Availability of private grants
4. Trends in expenditure levels, service demands, and transfer payments
5. Programs of business attraction and job development
6. Cost of contractual services and procured goods
7. Debt service and municipal bond rating
8. Performance of investment portfolio
9. Trends in benefits costs and liability expenditures
10. Accuracy of annual revenue and expenditure projections
11. Status of local user fees for public services and development actions, and their potential revenue opportunities

Demographic factors (A-2)

1. Number of employees by classification, skill level, and tenure
2. Composition of governmental workforce by grade, cross-tabulated by age, race, and sex
3. Number of employees eligible or near-eligible for retirement

Technological factors (A-3)

1. State of computer and other technology in the local government
2. Areas where resources could be saved through technological advances, and the costs associated with doing so
3. Areas where technology will be replaced or upgraded
4. Skills likely to be in demand by the local government in the future, and the gap between the present and future
5. Technological advances in other localities

Legal and regulatory factors (A-4)

1. Federal and state regulations or laws which will affect the availability of local resources
2. Legislation or regulations at any level that will facilitate progress, permit taking advantage of opportunities, or avoid threats to the success of the plan
3. Federal and state legislators and officials with influence in law-making, and whether they are accessible and supportive

Social and cultural factors (A-5)

1. Extent to which staff and programs reflect the social and cultural composition of the community

Competitive factors (A-6)

1. Federal, state, and private grants available to local government on a competitive basis
2. Local grants and other resources for which the local government has applied
3. Comparative advantages and disadvantages of this community over other communities with similar needs and assets and with which the local government must compete for resources

Managerial factors (A-7)

1. Strengths and weaknesses of management staff
2. Status of succession plans
3. Alignment of current managerial talent and structure with future programs and needs
4. Areas in which management training could be beneficial

Physical and environmental factors (A-8)

1. Infrastructure in place, location and costs of needed new construction, and costs of replacing or maintaining existing facilities
2. Local issues of commercial or residential development
3. Concerns of local conservationists and environmentalists with respect to wildlife preservation and air and water pollution

Public administration environment

Economic and financial factors (B-1)

1. Trends in federal and state funding for local programs
2. Performance of municipal bonds and other funds

Demographic factors (B-2)

1. Availability of recent graduates with degrees in public administration, political science, and other skills in demand by local governments

Technological factors (B-3)

1. New computer or other technological applications for local government functions

Legal and regulatory factors (B-4)

1. Issues being followed by the International City/County Management Association (ICMA), the National League of Cities (NLC), the National Association of Counties (NACo), the American Society for Public Administration (ASPA), and other

Figure 2.3. Environmental factors to consider in strategic planning.

Figure 2.3. Continued

- organizations representing local governments or those who work for or with them
2. Legal issues and decisions in other jurisdictions with potential local implications
 3. Trends in other localities toward the imposition of user fees for selected public services and facilities
 4. Trends in other localities toward the imposition of developer taxes

Social and cultural factors (B-5)

Not applicable

Competitive factors (B-6)

1. Comparative tax rates for businesses and residents which make the community more attractive than other localities

Managerial factors (B-7)

1. Management issues identified by professional associations in the field of public administration and the specific professional and technical areas of local government
2. Management issues being followed by professional organizations in the field of general management

Physical and environmental factors (B-8)

1. Status of air and water pollution, development and land use, and other environmental issues affecting other local governments
2. Positions of other local governments and pending legislation and legal decisions
3. Costs associated with environmental issues and resolutions

Local environment

Economic and financial factors (C-1)

1. Key local economic indicators, including employment, job growth, and consumer confidence
2. Patterns of, and reasons for, business attraction, retention, or loss
3. Jurisdictional, residential, and business growth patterns affecting demand for local public services
4. Such growth patterns contributing to the locality's tax revenues
5. Positions of local Chambers of Commerce and other business organizations

Demographic factors (C-2)

1. Migration in and out of the jurisdiction
2. Data for the area as a whole and by neighborhood (including cross-tabulations) with respect to age, sex, race, education level, income level, family size, and literacy rates
3. Number of persons for whom English is a second language
4. Changing patterns in the nature and quantity of current and future service delivery

Technological factors (C-3)

Not applicable

Legal and regulatory factors (C-4)

Not applicable

Social and cultural factors (C-5)

1. Special social and cultural needs of sub-populations
2. Existing social and cultural services or events
3. Inter-cultural conflicts
4. Crime statistics and patterns

Competitive factors (C-6)

Not applicable

Managerial factors (C-7)

1. Strength and structure of the community leadership

Physical and environmental factors (C-8)

1. Comparative appearance of, and access of public services to, neighborhoods
2. Infrastructural needs of various parts of the jurisdiction
3. Downtown or other areas requiring revitalization
4. Historic buildings or areas and cultural and recreational facilities which require up-keep
5. Historic, cultural, and recreational areas which represent opportunities to attract tourism or to initiate beneficial programs

Regional environment

Economic and social factors (D-1)

1. Local share of costs of inter-jurisdictional systems for mass transportation, waste disposal, parks and recreation, power and utilities, and other public services

Figure 2.3. Continued

Figure 2.3. Continued

2. Patterns of, and reasons for, business attraction, loss, and retention in the region
3. Effect of weather and climate on attracting local business
4. Regional residential and business growth patterns as they will affect demand for regional public services

Demographic factors (D-2)

1. Migration in and out of the region
2. Regional data with respect to age, sex, race, education level, income level, family size, and literacy rates
3. Changing population patterns and significant distinctions between the region and its component localities

Technological factors (D-3)

1. State of technology for providing power and other regional public services
2. Costs to localities of upgrading existing technology for providing regional public services

Legal and regulatory factors (D-4)

1. Status of legal conflicts and other legal matters between jurisdictions

Social and cultural factors (D-5)

1. Cultural distinctions and conflicts among jurisdictions within the region
2. Crime statistics and patterns in the region

Competitive factors (D-6)

1. Competition for business attraction and expansion and tourism revenues among jurisdictions within the region
2. Existing and potential regional approaches to business attraction

Managerial factors (D-7)

1. Need for and management of regional boards, authorities, and commissions to provide or manage public services

Physical and environmental factors (D-8)

1. Existing and needed inter-jurisdictional environmental programs, services, or facilities
2. Environmental policies and practices of one jurisdiction as they affect neighboring jurisdictions

Figure 2.3. Continued

State environment

Economic and financial factors (E-1)

1. Patterns in and projections for state revenues, spending, and appropriations to localities
2. Projections for funding of existing or new state agencies, programs, or services affecting the locality
3. Pending or forthcoming state tax legislation or policies that will affect local businesses or residents
4. Statewide patterns of, and policies affecting, business attraction, retention, and expansion

Demographic factors (E-2)

1. Changing demographic patterns and relative distinctions among the locality, the region, and the state

Technological factors (E-3)

1. Nature of technology used by the state to provide public services as it affects the locality and its constituents

Legal and regulatory factors (E-4)

1. Current or needed state legislation or legal actions that will affect the operations of local government or the lives of its constituents

Social and cultural factors (E-5)

1. Cultural distinctions and conflicts among jurisdictions within the state
2. Conflicts between the more and less urbanized areas of the state

Competitive factors (E-6)

1. Equality of state services and funding to competing areas
2. State competitiveness for federal funding and services

Managerial factors (E-7)

1. Management of state agencies and operations affecting the local government and its constituents
2. Capabilities and performance of local representatives to the state legislature
3. Capabilities and performance of statewide elected officials and employees

Figure 2.3. Continued

Physical and environmental factors (E-8)

1. State practices and policies and existing, pending, or needed legislation concerning the environment, infrastructure, or public facilities, as they affect the locality and its constituents

*National environment**Economic and financial factors (F-1)*

1. Trends in, and projections for, federal expenditures to state and local governments or for programs that affect the state or the locality
2. Trends in relevant key indicators, including inflation, interest rates, business patterns, growth in the GNP, consumer confidence, and spending and saving patterns
3. Federal support and assistance for business programs to export goods or services

Demographic factors (F-2)

1. National trends, legislation, and policies regarding immigration as they affect the locality

Technological factors (F-3)

Not applicable

Legal and regulatory factors (F-4)

1. Status of current or needed legislation or policies that will affect the specific locality and its constituents

Social and cultural factors (F-5)

Not applicable

Competitive factors (F-6)

1. State's effectiveness in competing for federal funds and services
2. Locality's ability to compete for federal funding and services
3. Future of federal employment in the locality and the region

Managerial factors (F-7)

1. Effectiveness of state and local elected officials as advocates at the federal level
2. Performance of federal agencies and officials affecting the locality

Physical and environmental factors (F-8)

1. Proximity of, and laws and regulations pertaining to, federal parks and other facilities

Figure 2.3. Continued

2. Proximity of military bases and other federal facilities and the potential for their closure or expansion, and the effects thereof
3. Current or needed federal legislation or regulations concerning pollution, airport noise standards, land conservation, wildlife protection, and other environmental concerns affecting the locality

*Global environment**Economic and financial factors (G-1)*

1. Financial stability of countries to which local businesses either directly or indirectly export goods or services or from which they import goods or services
2. Opportunities to initiate new export and import programs
3. Relevant economic indicators, including the balance of trade and exchange rates
4. Opportunities to attract U.S. operations of foreign-owned businesses

Demographic factors (G-2)

Not applicable

Technological factors (G-3)

Not applicable

Legal and regulatory factors (G-4)

1. Current and needed federal policies to protect local industries
2. Current and proposed laws of other nations near the locality as they might affect the locality and its constituents
3. Pertinent international law and practices affecting the locality and its constituents
4. U.S. border regulations where localities are near international borders

Social and cultural factors (G-5)

1. Social and cultural conflicts of localities near international borders

Competitive factors (G-6)

Not applicable

Managerial factors (G-7)

Not applicable

Physical and environmental factors (G-8)

Not applicable

Figure 2.3. Continued

Summary of the Environmental Scan: Strengths and Weaknesses

Whitley County, Indiana

Summary: Key government services factors

Strengths

- Basic organizational structures are intact
- County perceived as taking leadership role
- Recognized need for coordinated planning/implementation programs

Weaknesses

- Individual community competition for business
- Lack of full-time professional human resources to implement programs
- Duplication of services adjacent to incorporate communities

Summary: Economic development factors

Strengths

- One of the fastest growing regions in Indiana

- Viable State efforts to assist local economic development

- Growing number of improved industrial parks
- Low unemployment rates

Weaknesses

- Declining Central Business Districts
- Relatively low wage scales
- Lack of full-time economic development coordination
- Lack of coordination between County and local communities for industrial and commercial attraction and retention programs

Summary: Housing factors

Strengths

- A high owner/renter ratio creating a greater residential stability
- Quality neighborhoods in some urban areas

Weaknesses

- Lack of variety of housing for those who rent
- Lack of a County-wide housing plan
- Nonexistent or insufficient housing code administration
- Deteriorating units in rural areas
- Low residential market values

Weaknesses

- Ample land available for industrial, commercial, residential land for public facilities expansion
- Relatively clean environment
- Limited public lake access
- Unimproved/few recreation sites
- Declining school enrollments
- Limited immediate health care in some portions of the County
- Lack of an emergency response system
- Minimal tourist attraction efforts
- Limited formal cultural activities
- Lack of active "community pride" in some communities

Summary: "Quality-of-life" factors

Strengths

- Availability of lakes for recreation sites
- Modern, efficient school facilities
- Close proximity to higher education

**Strategic Planning:
Examples**

CITY OF TITUSVILLE STRATEGIC PLANNING RETREAT

FEBRUARY 18, 2006

**Facilitated by
Marilyn E. Crotty
Florida Institute of Government
University of Central Florida**

INTRODUCTION

The Titusville City Council held its annual Strategic Planning Workshop on February 18, 2006. Ms. Marilyn Crotty, Director of the Florida Institute of Government at the University of Central Florida facilitated the session.

The Mayor, four Council Members, the City Manager, and senior staff participated in the workshop. After opening remarks and introductions, the City Manager gave a brief overview of the strategic planning model the city uses and an update on the 2006 strategic initiatives. The budget parameters were discussed and the Council reflected on the self-evaluation they had conducted last year.

The group reviewed some external and internal factors that may impact the city in the near future and discussed what is working well in the city and opportunities to improve. The remainder of the session focused on the strategic initiatives and areas of emphasis for 2007-08. After making some adjustments to the existing strategic plan, the Mayor and Council agreed by consensus to continue in the direction the city is currently moving. At the conclusion of the session, the public was invited to make comments.

This report is a summary of the discussions and conclusions of the workshop.

BUDGET PARAMETERS

The City Council by and large accepted the budget parameters identified by staff. However, there was agreement to acknowledge an overall goal with language similar to the following rather than committing to a specific millage rate:

“Maximize taxpayer dollars and benefits to the citizens”

- Reserve \$2.8M in General Fund equity for catastrophic emergencies
- Implement years 2 and 3 of pay plan
- Fund vehicle/technology replacement programs
- Issue new debt for public works facility
- Update Cost Recovery Plan for engineering services
- Establish formal business plans/rate studies for enterprise activities
- Evaluate cost-sharing plan with Community Redevelopment Agency
- Consider alternate revenue sources
- Link program enhancements to Council areas of emphasis and growth study

Council members commented on the aging infrastructure, implementation of Senate Bill 360, and transportation needs as issues that will have impact on the budget in the next two years.

INTERNAL AND EXTERNAL FACTORS

In a workshop prior to this strategic planning session, the staff Executive Leadership Team identified some of the internal and external trends they thought would impact the city in the next five to ten years. This list was presented to the Council who added some additional factors:

- Citizen survey
- Capital improvement plan development under SB360
- Increasing service demands
- Aging infrastructure
- Funding capital improvements
- Future water
- Future of Space Center
- Rising energy and construction costs
- Growth
- Labor market
- Hurricane/natural disasters
- Shrinking federal and state grant funding
- National economy
- Workforce housing – condominium conversions
- Commercial versus residential growth
- Advances in technology
- Changes in tax structure – Save our Homes, homestead exemption
- Charter Amendment – Save Brevard
- County development impacts
- Airport sustainability

- Eco-system – maintain, balance

COUNCIL EFFECTIVENESS

The facilitator reminded the Council of the self-evaluation they had done a year ago on their effectiveness as a group. In reviewing the ratings they gave themselves last year, they acknowledged there are still a few areas that need work:

- Common goals – quality growth definition
- Being open-minded
- Achieving consensus
- Doing homework – more issues to address, long agendas, decision-making ability

The group agreed that there is no consensus in the community on many of the issues facing the Council, so it is not surprising that the Council does not always achieve consensus. There was some discussion of the Council taking on the role of “mediator” to help the citizens come to agreement on issues.

WHAT'S WORKING WELL

The Council then identified things they think are working well in the city:

- Excellent staff
- Strategic planning process and implementation
- Electronic agenda
- Two year budget
- Long-term (5-15 year) outlook
- Technology
- Council/staff relationship – understand and respect Council/Manager form of government
- Council communicates well with the City Manager
- Council questions staff prior to meetings
- Relationships with other jurisdictions
- Citizen survey
- Titusville is on the leading edge
- Customer service – responsiveness

OPPORTUNITIES TO IMPROVE

The Council then discussed areas that provide opportunities for improvement. Staff was invited to add their comments to the list:

- Infrastructure improvement/funding
- Balanced scorecard – feedback, how we're doing

- Consensus decision making for Council
- Two year rolling budget
- Mixed messages to planning department – more understanding of concepts
- Take technology to the next level – comprehensive plan/codes – linkage
 - Using technology more (GIS) MDTs
- Enhance public notice
- Public/media relations
- Laserfiche – Web word search
- Space Florida
- Economic Development funds – retain business
- Drill down into citizen survey
- Capital improvement plan
 - Remodel per SB360
- Funding employee benefits (healthcare) – need to look ahead
- Regional approach to issues
- Rapidly changing construction costs
- Automation for Boards
- Council meetings – daytime?

STRATEGIC ISSUES

The Council reviewed the six strategic issues they had adopted last year and agreed to the following modifications:

- **Sustain financial wellness**
- **Provide for a safe and secure environment**
- **Plan for quality growth**
- **Pursue economic development**
- **Promote our community**
- **Leverage technology for strategic advantage**

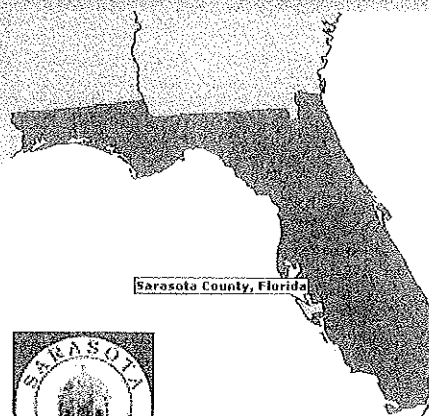
AREAS OF EMPHASIS FOR FY 2007/2008

After much discussion, the Mayor and Council unanimously agreed to the following areas of emphasis for the next two year budget cycle:

- Foster a positive work environment
- Encourage broader citizen participation (two way)
- Increase curb appeal efforts
- Implement annexation action plan
- Accelerate plan to address and renew aging infrastructure
- Encourage regional infrastructure planning and partnerships
- Enhance Council effectiveness
- Optimize land use impacts
- Perform fiscal analysis prior to adoption or implementation
- Develop and implement e-government applications
- Review and prioritize future planning initiatives
- Review future land use map for sufficiency

NEXT STEPS

Council will formally approve the FY 2007-08 Areas of Emphasis at a subsequent meeting. The staff will then develop initiatives to address the areas of emphasis in the two-year budget work plan. Scorecards will then be developed by staff to track the performance of the initiatives. Council will receive periodic reports on the progress being made.



Sarasota County, Florida

Organizational Snapshot

- Founded in 1921
- 620 square miles
- Population (2005): 369,535
- Operating budget (2008):
\$ 668,296,883

Mission Statement

The mission of Sarasota County government is to provide and enhance quality programs, services, and facilities that reflect the goals of the community while always promoting health, safety, public welfare, and quality of life for our citizens.

Awards and Designations

- CIO Magazine, *Global Top 100 Enterprise Value Award*
- 2006 All-America County
- 2006 Innovations Group, *Outstanding Achievement in Local Government Innovation award for GovMax*
- 2006 Florida City/County Managers Association, *Innovation in Communications and Technology Award for GovMax*

Background

Sarasota County, Florida, is located on the southwest coast of Florida. It encompasses an area of approximately 620 square miles located 285 miles south of the state capital of Tallahassee and 50 miles south of Tampa. The county is bordered by Manatee County to the north and east, DeSoto County also to the east, Charlotte County to the south, and the Gulf of Mexico to the west. The county seat is in the City of Sarasota. In addition to the City of Sarasota, the other municipalities in the county include the Cities of Venice and North Port and a portion of the Town of Longboat Key. The 2007 estimate puts the population of permanent residents at 384,828, or approximately 621 persons per square mile. Principal industries include tourism, agriculture, and light industry.

In May 2000, County Administrator James Ley wrote a transformation plan that promoted an entrepreneurial philosophy for Sarasota County. Since then, the county has gone through quick starts as well as slowdowns in pursuit of a performance management system. Many elements of the system were running in parallel to one another as the county developed strategies and looked for a system and tools to combine multiple strategic and budget efforts all the way down to the employee level.

At that time, the county faced several harsh realities: it had no means of identifying how well it was doing, external pressures demanded higher performance, and inefficiency was costing the organization money and negatively affecting performance and morale. To overcome these obstacles, the county's executive leadership needed an organizational way to mobilize change, to translate the strategy into operational terms, and align the organization to the enterprise strategy. Additionally, budgets and strategy needed to be integrated and illustrated using a transparent reporting system. Further, the county also sought to be more accountable to citizens: Performance management was seen as a critical tool to accomplish these goals.

Embodying this change organization-wide, however, was a challenge that took time and has resulted in an incremental performance management system that now includes several components and tools:

- An annual strategic planning cycle (adopted in 2002)
- Business planning (2002)
- An enterprise scorecard (2003)
- A custom-developed performance management software program, GovMax (2002)



Now that the performance management system is embedded in the organization's culture, both because of its incorporation in county policy and procedure, as well as the county's budgeting and performance management software, GovMax, it would be impossible for a new county administrator to direct the organization away from performance management. The expectation that managers will use performance management to run their departments is ingrained in the system and departments must be able to communicate their vision and mission. Individual staff members also recognize value in the process.

Performance Management in Sarasota County

Performance management in Sarasota County underwent many transformations before reaching its current model. The county had engaged in extensive strategic and business planning before a full implementation of the balanced scorecard approach. And though the county does use the balanced scorecard, it has incorporated characteristics from among the best practices of many performance management systems. County managers saw no sense in reinventing a well-established wheel (with the balanced scorecard model), but the system's supporting technologies and processes have constantly developed since 2002 using an iterative, experience-driven approach to perfecting the design and maximizing the capabilities of their technology.

Sarasota County government began with just a vision and a mission. Over time, strategies and objectives were developed and performance measures (KPIs) and targets were aligned to those strategies, which were identified and refined as the model became more sophisticated. These components established the foundation from which the organization produces its business plans and plans its specific business activities.

These strategies and objectives are the result of an annual strategic planning process. The first step in implementing this change was developing an annual cycle of strategic planning, beginning with the solicitation of feedback from stakeholders, including citizen groups and nonprofits (including SCOPE,

VALUES

Customer Service: Our customers come first and we will strive to serve them in a friendly, fair, respectful, and cost-effective manner.

Cooperation and Teamwork: Working together to achieve common goals, looking beyond self-interest, remaining helpful in difficult situations, encouraging compromise and positive change, and recognizing that a common commitment leads to organizational excellence.

Honesty and Integrity: Speaking and acting truthfully, acknowledging mistakes, keeping commitments, and avoiding silence when it may be misleading.

Quality: Striving to improve continuously.

Stewardship: Seeking the greatest return on investment through management of public resources.

Innovation: Encouraging a work environment that supports and fosters calculated risk-taking and creativity.

Accountability: Being individually and collectively responsible for our behavior and performance.

CORE SERVICES

- 1) Community health and human services
- 2) Community information and education
- 3) Environmental resource management
- 4) Facilities services
- 5) Integrated water resource management
- 6) Mobility
- 7) Parks and recreation
- 8) Planning and community development
- 9) Public safety
- 10) Support services

Sarasota County Openly Plans for Excellence). The county administers an annual citizen survey to gauge how its citizens perceive county services and quality of life, and it also uses SCOPE's annual community indicator report. About citizen feedback, Sarasota officials say, "We're not ones to ask them for their input and then cast it aside."

After receiving citizen feedback, the Board of County Commissioners then uses strategic focus



retreats to identify trends, as well as potential obstacles in the community. To stay focused, the board reviews all new initiatives and ideas, and prioritizes them using a forced ranking. Most recently, it began with 200 initiatives, narrowed them down to 50, then to 25. After much discussion, the agreed-upon initiatives become action items that are incorporated into the strategic plan. Lastly, the executive team finalized the objectives in the enterprise scorecard, examined core services, and cascaded these down to the departmental level.

These efforts resulted in the adoption of a holistic system of performance management centered on a modified balanced scorecard model, which includes a fifth "community perspective" in addition to the typical four scorecard categories: learning and growth, internal process, customer, and financial. This approach was brought to bear in the performance management system in 2003. The balanced scorecard is the foundation for performance management in the county's budget.

"We say that structure follows strategy and recognize that top-down alignment creates quick results while bottom-up execution creates sustainable results. We cascade our strategies, measures, and targets which translates our strategy into operations," according to Lora Hanson, director, Process and Quality Innovation.

The scorecard is reinforced through the county's software, GovMax, which integrates performance management, and capital and operating expenses, with strategic operations. Like many public-sector organizations, Sarasota County struggled initially in its implementation of private-sector strategic planning (three- to five-year out-

come horizon), business planning (twelve- to eighteen-month outcome horizon), and performance-based budgeting (twelve- to eighteen-month outcome horizon). Initially the county became bogged down in an exercise of spreadsheet and PowerPoint formats and struggled to stay focused on achieving the progress it wanted. To shortcut this state, it chose to reinforce the change through the application of a new Web-based technology that effectively linked budgets (something everyone valued and was familiar with) to specific strategic, business, performance, and financial outcomes. That software became the first iteration of the product now known as GovMax and has evolved rapidly with the county's maturity in applying these concepts to the public sector.

In order to align with GovMax, the county had to undergo organizational change and move its functional areas from business services into core services. In the county's experience, GovMax is the only management system available that integrates strategic business planning, budgeting (both operating and capital), and performance management.

FY 2006 Actual	FY 2006 Budget	Amount	Encumbrance	YTD Actual	Balance	Approved
32	10,000	10,000	0	20	8,980	0

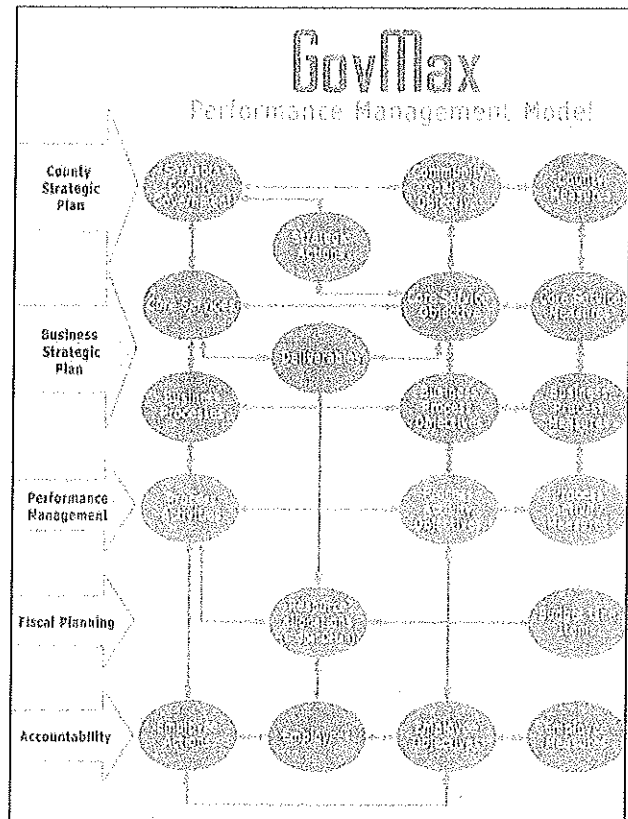
Alignment of Computer Software & Consultants for PQI to the Process Activity of Optimized Processes and Deliverable of Optimized Enterprise Processes



It aligns organizational capital and operational expenses to strategic actions in support of enterprise strategic initiatives, resulting in greater participation and ownership throughout the organization.

Outcome-based budgeting is a tool that facilitates the execution of the strategic plan, links the balanced scorecard to key management processes, maps employee contributions to corporate objectives, and creates a performance-driven culture. Sarasota's intent, in moving toward outcome-based budgeting, is to link its expenditure of money and other resources to measurable progress toward its objectives, and conversely, not "automatically" continue to expend resources on initiatives that are not yielding measurable results. The performance management model diagram at right depicts this link at the fiscal planning level with the resource allocations linked back to the cascading objectives (Sarasota tends to use the terms outcomes, goals, and objectives interchangeably) and objectives linked to measures. The Sarasota County government enterprise scorecard depicted later in this report presents actual examples of its goals, their underlying outcomes, and the key performance indicators they track to measure and quantify their progress.

The huge cultural changes that resulted from the new performance management system were met with some resistance within different pockets of the organization. Bringing a new set of tools, a new way of thinking, and asking staff to learn new skills was easier for some departments to adopt than others, but it became easier as performance management engrained itself in the organization's culture over time. Sarasota County addressed these challenges through the application of a variety of human change practices. It developed communication programs, presentations, and management workshops that highlighted its successes. It also created a multi-level management and leadership development program, transitioned staff members who would not or could not embrace the concepts, and recruited staff well versed in leading business practices. Finally, Sarasota County used liberal applications of persistence, patience, and commitment by leadership over long periods of time.



The county had incorporated OPX (for Operational Excellence), an internal management program, into its performance management system but has since backed off its use. OPX consisted of weekly meetings in which departmental managers provided performance information on their internal operations and responded to questions from the executive team. These meetings were video recorded and made available on cable-access television and on the Web, which was uncomfortable at first, but beneficial to the organization. They moved through many strategic items, created a culture of accountability, and allowed many areas of the organization to present new thoughts and ideas and get organization-wide feedback. However, the executive team wanted to take a reprieve from OPX and use the time off to seriously review initiatives in need of fine tuning. OPX will likely be reintroduced after the executive team has refined its strategic initiatives.

Each department includes a description of the service it provides; a vision, mission, and values state-



ment; as well as a core service message and a balanced scorecard that covers the organization's objectives across five perspectives. The core service executives, similar to department heads, are left to use data as they wish, looking at it monthly or as they see fit. Budget dollars and FTEs are tied to action items according to the county's strategic priorities. The performance management model on the previous page reflects five organization perspectives, from top to bottom: the county strategic level, the core service strategic level, and the performance management, fiscal planning, and accountability levels. The third column in the matrix depicts the creation and capture of goals and objectives at each of those levels and the drilldown capabilities from top to bottom that are afforded by this data structure. Resources (staff, dollars, etc.) are assigned at the fiscal level and can be linked back to deliverables (products or services) or the processes that support them, or viewed collectively at any combination of the higher levels and objectives. The county-level objectives are also depicted on the Sarasota County government enterprise scorecard shown below. The bottom level of the performance management system is the individual employees' reviews.

The county's in-house software program GovMax is used in the entire planning effort and budgeting process. It is cascaded down throughout the organization and ties together strategic planning, budgeting, and human resource allocations, and has generally helped to create a performance-driven culture. GovMax, however, is just one tool, backed by all of the other elements of performance management, including the identification of core services, department business plans, and the enterprise scorecard. Sarasota County has partnered with Pilot Software, a software product with the ability to manage, analyze, and display

performance measurement data and track progress towards the county's objectives.

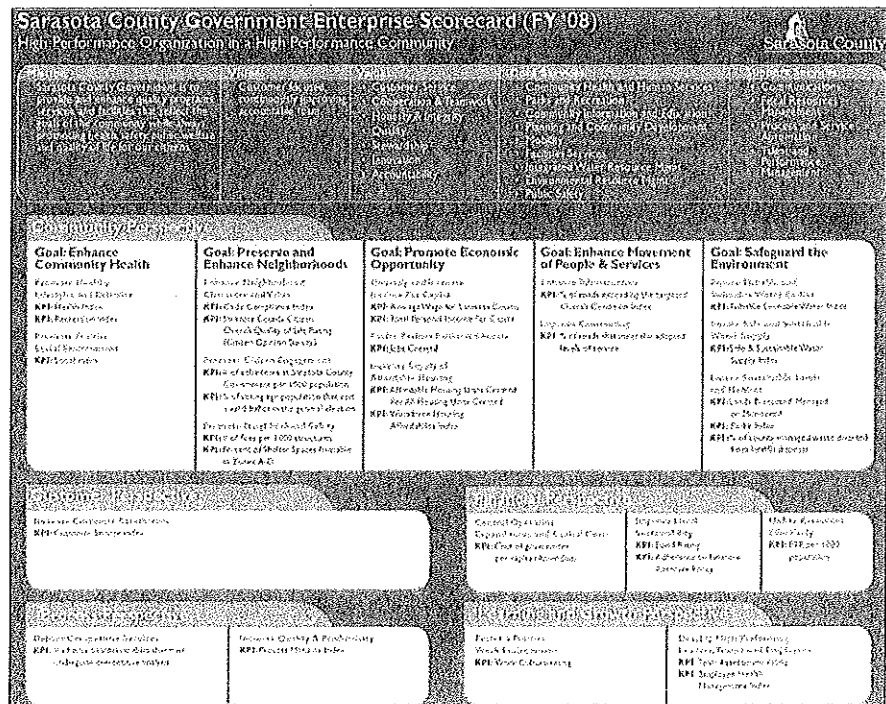
Additionally, Sarasota County is experimenting with a variety of graphical management dashboard technologies to enable active management of its progress at all levels of leadership, management, and staff.

Sarasota County shared its GovMax software with more than a dozen partners, primarily jurisdictions in Florida, but a few outside the state as well. Having these partners has given the county the opportunity for a true collaboration effort and information sharing during an annual meeting of all GovMax users. At the suggestion of Sarasota County's CIO, a Web site was created to provide a forum for information exchange among GovMax users (<http://www.cmpp.net>).

Results

Sarasota County categorizes the positive changes it has seen across five categories:

- *Strategy management* (staying strategically focused; funding objectives; building a foundation of technology; aligning enterprise resources; in-





creasing capacity with fewer employees; defining government's core services; accurately and reliably costing services; providing excellent service delivery; realizing community outcomes);

- *Customer management* (providing a one-stop service; fostering positive relationships with citizens; initiating a work process; managing the service; strengthening information analysis; enhancing service delivery at lower cost; transparently sharing information; enhancing surveys and perceptions);
- *Operations management* (more effective managing of time, capital projects, inventory, fleet, work and materials, and service delivery; strengthening service delivery; eliminating the mundane by increasing efficiencies; transparently sharing information);
- *Performance management* (creating a networked talent model and an eHR system, aligning core services; measuring performance at individual, team, and enterprise levels; taking ownership of core services, processes, and activities; creating clear, aligned, and inter-linked goals and meaningful measures, and balanced scorecards up and down the enterprise); and
- *Business management* (transforming strategy into action; multi-year project planning; creating activity measures, personal goals, unit goals, and process measures of performance; understanding the community's expectations and organizing personal commitment to fulfilling these expectations; defining and refining the required culture; developing quality measurements that drive performance).

County administration encouraged creativity and innovation down to the employee level in the performance management process. This resulted in strong management changes and has provided motivation from within the organization itself and has allowed the county to realize community outcomes. It is more equipped to answer some basic questions: Is it delivering excellent services? How are they aligned? Is it the most effective organization possible? Are time and materials managed well? Can performance measurement be done at a team or individual level? Answering these ques-

tions allows employees to see how their work contributes to the bigger picture.

The change in performance management has resulted in better customer management. A "one-stop shop" was created to better serve county customers. The county implemented a one-number call center, which resulted in much positive feedback and streamlined many work processes. This change made a real impact on the community.

The fire department has also been very responsive to the change in performance management. Instead of passively waiting to react, the firefighters have become proactive toward preventative fire education by handing out smoke alarms and educational brochures.

The county has also streamlined its waste removal process, reaching out to private road communities to get upfront permission to remove waste after storms. This change has eliminated unnecessary waiting that was caused by communication issues between the county and those responsible for the private roads.

Opportunities for Improvement/Drawbacks

- Several initiatives are underway to expand the features of GovMax. Version 5 will include changes based on partners' input.
- The county would like to provide more automation and detail at the individual performance level, including automating the performance review element. Information that is continually updated throughout the year makes the process much more efficient.
- Sarasota County would like to realize the potential in integrating project management with the GovMax system. It could then incorporate more data into the system using Maximo, and then tie this increased information into the measures and performance management system.
- The county would like to improve its business process management, providing better maps of how to get from point A to point B. This would require detailed mapping of the current pro-



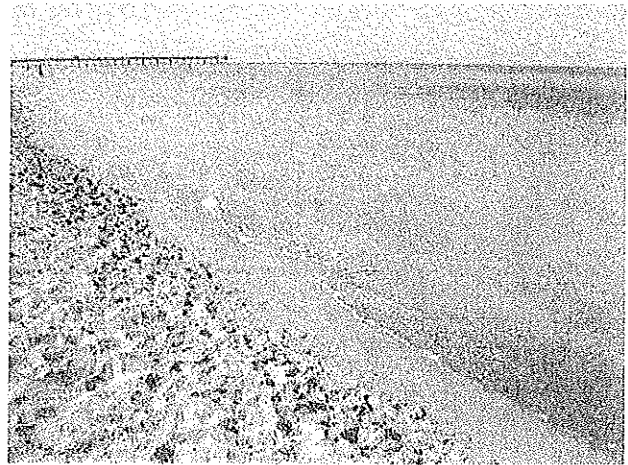
cesses and would illustrate how to do a business in a new way.

- Sarasota County recognizes that it needs to be accountable for its plan to make improvements. Knowledge transfer throughout the organization has increased over the past few years and it needs to maximize its potential.
- The county would like to change its strategic planning process so that individual citizens can see and rank the list of initiatives to be discussed at the board's strategic planning retreat. It plans to open a thirty-day window to the community so the board members can see the citizens' results before they prioritize the initiatives.

Lessons Learned

The process has provided Sarasota County officials with key "ah ha!" moments that should be useful to other jurisdictions considering the same improvements:

- Review a number of performance management methodologies before choosing one. It is unwise to approach performance management systems as "one size fits all."
- Identify objectives and outcomes before defining measures. Many jurisdictions have measures without defined objectives and the resulting information does not prove so useful for them.
- Develop an organizational glossary and use consistent language so that each part of the organization can reunite with a common lexicon.
- Keep measures simple; develop a critical few.
- Be realistic about the pace of change.
- Develop a complete training series, including tools, and make sure that the entire work force and support services understand what is occurring. Departments of HR, IT, financial resource, employee development, and strategic management need to be aligned with the performance management strategy as well as with the enterprise operation services.



- Encourage staff to take ownership of their scorecard and plan so that it is viewed not as a process coming from another place, but as their own. Sarasota County has seen this ownership really take hold.
- Invest heavily in the education of staff, managers, and leaders on the mechanics of the performance management processes and the reasons for the organization's focus on performance. Define the staff's role in making process happen. Performance management is all about the people and cultural change.

For more information on the Sarasota County performance management program, please contact:

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Innovations
Office of Organization Performance
Sarasota County Government, Florida
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lhanson@scgov.net

*This case study is based on interviews conducted by GFOA staff in 2007.
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MEMORANDUM

TO: Mayor & Council
CC: City Clerk; City Manager; City Attorney
FROM: Dan Espino
DATE: April 25, 2011
RE: Strategic Planning Retreat

So as to facilitate a discussion on a larger scope about our planning and action priorities for Miami Springs, I propose that we host a "Strategic Planning Retreat." As used by other municipalities, such meetings make possible great discussions about a number of issues in a way that is not typically accomplished through the structure of regular meetings, while simultaneously fostering community involvement, consensus building and long term planning. The Strategic Planning Retreat would be a day-long, publically noticed meeting held in the City but away from City Hall that is meant to foster a discussion amongst the Mayor and Council Members, the administration and staff and residents from the community. The following would be my proposal:

Miami Springs Strategic Planning Meeting

Parties: Mayor and Council, Administration and Staff, Delegates and Residents
Location: Miami Springs Country Club
Date: TBD
Issues: TBD

Schedule:

- Morning General Session: *Welcome, Rules and Committee Identification* (brief)
- Break-Out Sessions: *Committees meet to discuss selected topics*
- Lunch
- Afternoon General Session: *Reports from Committees, Topic Discussions*
- Following Council Meeting: *Reports officially considered on Council for action*

Format for Break-Out Sessions:

- Number and Subjects of Topics are discussed and selected by Council at Regular Meeting
- Mayor and Council to participate in Break-Out Session of their choosing
- Mayor and Council Members are asked to select and invite residents to attend and serve as their delegate in the various sessions in which Mayor/Council Members will not personally participate.

Special Considerations:

- Strategic Planning Retreat will be publically noticed and discussions recorded in accordance with Sunshine Law
- All residents are welcome to participate
- Cost: Materials, Food, Staff Time, Notice Publication

MAY 9 2011

MEMORANDUM

TO: CITY CLERK

FROM: DAN ESPINO

DATE: 5/4/2011

RE: Outside Search for City Manager (for 5/9/11 Regular Council Meeting)

Much like each election does for Miami Springs residents, our City Manager's decision to retire creates an extremely important opportunity for the Council to evaluate and discuss what management skills will be needed to implement its goals, objectives and policies for the City going forward. The selection of a City Manager is one of the most important decisions a Council will make during its term. So, in these difficult times, it is my humble opinion that Miami Springs deserves for this Council to: 1) engage in a frank discussion about skills, communication and other expectations of management; 2) conduct a transparent and conflict-free search for a replacement city manager; and 3) select an individual that is the most qualified and best suited for the job at a price that we as a City can afford.

As such, I propose that Mayor and Council take the following action:

1. Direct City Clerk to research and select a municipal/executive search firm, specialized in recruiting city management and other executives.
 - o Afford her the same spending parameters as the Manager (three (3) price quotes).
 - o Request for the selected lowest priced, qualified agency to attend next Council meeting ratification and discussion.
2. **Conduct an open discussion with the selected agency at a Regular Council Meeting regarding desired experience, management style, qualifications and compensation of a potential replacement, as well as the goals, objectives and policies the next City Manager will face.**
3. Instruct the selected agency to conduct an appropriate search in a designated areas
4. Direct City Clerk to collect applications/resumes and give them to Council for review
5. At a workshop meeting, reduce the number of applicants to the top candidates
 - o Number of top candidates to be determined by Council
 - o Request presentations from top candidates
6. Entertain presentations from top candidates, select potential replacement, negotiate terms
 - o Will likely require more than one (1) meeting
 - o Formalize arrangement with a written agreement
 - o Establish goals for performance evaluation

Attachments

- 1) Notes from Institute of City/County Management Association
- 2) Sampling of search firms used by local cities (plus city profiles)

Search for City Management
(Notes from Institutes of City/County Management Association)

Professional Local Government Management

Today's elected local government officials can better fulfill their legislative or policy-making roles by delegating the day-to-day management of the municipality to an appointed professional administrator.

The Benefits of Professional Management

- The appointed manager or administrator is charged with carrying out the policies established by the elected officials, and with delivering public services efficiently, effectively, and equitably. Elected officials, in turn, have more time to concentrate on creating a vision for the community's future.
- Day-to-day operations are managed by a professional who is educated and trained in current city and town management practices, state and federal laws and mandates, and cost-effective service delivery techniques.
- Responsiveness to citizens is enhanced by centralizing administrative accountability in an individual appointed by the elected governing body. City and town managers or administrators are appointed by and serve at the pleasure of the elected legislative body. They generally do not have guaranteed terms of office or tenure. They are evaluated based on their responsiveness to the elected legislative body and community, and on their ability to provide efficient and effective services. If the administrator is not responsive to the elected officials, s/he may be terminated at any time. In that sense, the manager's or administrator's responsiveness is tested daily.
- Professional managers or administrators bring technical knowledge, experience, academic training, management expertise, and dedication to public service.

Duties of an Appointed Manager or Administrator

- Carries out policies adopted by the elected officials.
- Manages city or town services, which may include public works, public safety, planning and economic development, parks and recreation, libraries, youth services, resource recovery and recycling, and utilities.
- Prepares a comprehensive annual budget and capital improvement program.
- Ensures fiscal responsibility and modern accounting practices.
- Develops performance measurement systems for city or town services.
- Applies for and administers federal, state, and private foundation grant funding.
- Recruits, hires, and supervises the workforce of the city or town, including key department heads.
- Prepares council or board meeting agenda materials.
- Develops long-range plans with guidance from elected officials and assists in the achievement of common goals and objectives.

- Facilitates the flow of ideas and information between and among elected officials, employees, and citizens.

Ethical Conduct: Honoring the Public Trust

ICMA members are committed to standards of honesty and integrity that go beyond those required by law. City and town managers or administrators who are members of the ICMA agree to abide by its Code of Ethics, which specifies 12 principles of personal and professional conduct, including dedication to the cause of good government. ICMA members believe in the effectiveness of representative democracy and the value of government services provided equitably to all residents of their communities. The Code is enforceable by a confidential peer-review process.

How to Hire a Professional Manager or Administrator

FIRST STEPS

Before a professional manager or administrator can be hired, a municipality's structure of government must be modified to provide for the position. The process of creating a position of city or town manager or administrator can vary from state to state.

- Some municipalities have the authority to act on their own initiative to adopt local ordinances, laws, or resolutions to create the position of city manager or administrator appointed by the elected governing body.
- In states where municipalities may write their own charter under home-rule provisions, a number of them have taken advantage of that opportunity to create a professional administrator position.
- Some states have enacted statutes providing for alternative forms or optional charters for local governments to adopt.
- In some states, structural change can take place by obtaining charters through special legislation adopted by the state legislative body.

CONSIDER YOUR MUNICIPALITY'S UNIQUE DEMANDS AND NEEDS

Many managers and administrators have studied local government management at the graduate level and have held positions of increasing authority.

- Beyond the basic education and experience the position requires, you should develop a job description that outlines your expectations and the measurable objectives you want to accomplish.
- You should also develop a profile of the administrator who will best serve your community's needs.

ICMA can help your municipality facilitate this process. ICMA's *Recruitment Guidelines for Selecting a Local Government Administrator* (download below) contains tips on recruiting applicants, determining finalists, and interviewing techniques.

BEGIN YOUR SEARCH

- Determine whether you want to conduct your own search or work with an executive recruitment firm.
- Prepare and place advertisements in publications that will attract the most qualified local government candidates, such as the *ICMA Newsletter*, ICMA JobCenter, and/or state association publications.

MAKE THE SELECTION

- Review resumes and identify potential candidates based on their experience and your criteria.
- Select the top candidates and schedule interviews with your evaluation panel.
- Upon reaching a decision, negotiate the terms and conditions of employment with your new manager or administrator and formalize a written agreement.
- At this time, it is important to develop mutually agreed-upon goals and establish an annual review process through which the elected body and the manager or administrator can discuss performance.

DOWNLOADS

Recruitment Guidelines for Selecting a Local Government Administrator (pdf, 209 KB)

International City/County Management Association

777 North Capitol Street NE, Suite 500

Washington, DC 20002-4201

202.289.ICMA | fax 202.962.3500



↳ Additional Information

Search for City Management
(Sampling of search firms used by local cities (plus city profiles))

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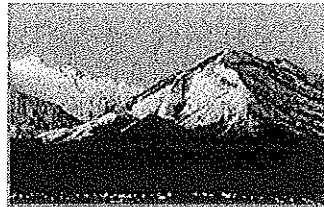
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As a former manager and as someone who actively consults with governments, Colin Baenziger understands what it takes to operate a government effectively. In his assignments, he focuses on the positive and finding ways to get the job done in the simplest, most cost-effective manner.

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City Manager Coral Gables, Florida

Coral Gables is one of the nation's premier communities and is seeking only the crème de la crème to be its next City Manager. If you are one of that very small group, read on.

The City's History

Until the early 1900's, Coral Gables was wilderness. Its "first family" was the Merricks, who arrived in 1898 headed by Solomon, a Congregational minister. The family became active in agriculture and began to sell lots to retired clergy. George Merrick, Solomon's son, expanded the idea into a planned community, one of the first in the country, and conceived "The City Beautiful." The major elements were wide, tree-lined boulevards, emerald parks, monumental buildings, winding roadways and dazzling civic areas that still exist today. Low rise multi-family zoning provided land use buffers separating elegant single family homes from the bustling commercial districts. The City's principal architecture then and now is Mediterranean Revival. Land sales began in earnest in 1921 and within a few years, the sales force consisted of about 3,000 persons. During its peak year, 1925, Merrick's sales team sold \$100 million in property. By then Merrick had spent \$100 million on improvements to the community and his dream city of Coral Gables was incorporated. Also in 1925, the University of Miami broke ground on its 240 acre campus. At the time, Merrick predicted that Coral Gables would serve as a "gateway to Latin America."

If 1925 was a very good year, 1926 was quite the opposite. While the Biltmore Hotel was completed and classes at the University of Miami had begun, the area's economy experienced a bust not unlike other areas and a major hurricane devastated the community. In 1929 Coral Gables actually went bankrupt and did not recover until World War II. At that time, thousands of soldiers came for training and the Biltmore Hotel became an army hospital. Prosperity continued after the war with rapid population growth, residential development, and the emergence of the Miracle Mile as the City's showpiece central shopping district as veterans attended the University of Miami aided by the GI Bill.

Originally viewed as a desirable bedroom community to the rough and tumble of ol' Miami, Coral Gables emerged also as a commercial hub in the 1960s and it has continued to flourish.

Coral Gables Today

Located on Biscayne Bay just west of Miami and four miles south of Miami International Airport, Coral Gables has become one of the nation's premiere communities of its size and often referred to as mini-urban, nestled in the middle of Miami-Dade County with a population in excess of 2.5 million people. Coral Gables is a diverse, cosmopolitan, international city both in scope and reputation. Its outstanding quality of life has made it a sought-after location to live, work and play. Over 200 multinationals (with over 6,000 employees) have made the City their Latin American or regional headquarters. While Latin America is the focus, fulfilling Merrick's prophesy, many of these offices are global in reach and over 100 countries are served from corporate addresses in the City Beautiful. A sampling of the multinationals include: American Airlines, Apple Computer, the British Broadcasting Corporation, ChevronTexaco Caribbean/Central America, HBO Latin America, IBM, and Walt Disney Television International Latin America. The top five employers in the City are: the University of Miami (4,000 FTE at its main campus), the City of Coral Gable (865), the Biltmore Hotel (800), Doctor's Hospital Baptist Health (700) and Dade County Public Schools (540).

Coral Gables is known as a dining mecca with over 100 restaurants and there are over 1000 hotel rooms within the city limits. 25 countries have official representation in the City and the total assessed value for all commercial and residential property in 2008 is \$13.5 billion. The business community takes pride in and is supportive of the City. Overall, the City covers 14.3 square miles and is approximately 12 miles from north to south.

Unlike much of Florida, the City's population is balanced in terms of age and is not influenced by seasonal shifts. It has almost 43,000 residents with a daytime population approaching 80,000. Demographically, the City is 92% white, approximately half of which are non-Hispanic. Approximately 50% of the households are married couples and 25% have children under 18. The population spread by age is relatively even. 17% are under 18, 14% are between 18 and 24, 29% from 25 to 44, 24% from 45 to 64 and 16% are over 65. The population is highly educated. Over 50% have college degrees and 25% have a graduate or professional degree. The average household income was \$179,420 in 2008 compared to an average of \$62,377 county-wide.

While Coral Gables is currently focused on mixed use, housing options vary considerably (single family, town homes, condos, etc.). While home prices are not inexpensive, properties hold their values well in difficult times and appreciate very well in good times. The average assessed value for a residence is \$553,000. The recent decline in the real estate values has been felt in Coral Gables but it has had much less of an impact than in many other communities. A nice 2,000 to 2,500 square foot home may now sell for \$600,000, indicating some deals are available in this high end community. The area's elementary and middle

schools are excellent. In fact Carver Middle School has been rated as the best in the state for the past two years.

Overall, the City's residents love their community and are very pleased with the quality of the services they receive. They expect and are satisfied with only the best. As a result, the City goes out of its way to take care of its residents and does an extremely good job of providing the essential services. For example, trash is still picked up from the backyard. And it would not be wise to suggest that money could be saved by moving to curbside pick-up or by contracting out the service for single family homes. (The City has, however, contracted with Waste Management for multi-family waste pick-up.) A recent survey of 540 randomly selected residents found that historic preservation was their number one issue. The other items, those more typically found near the top of the list in surveys of other communities, such as crime, were deemed to be less important.

The Government

The City utilizes the Commission - Manager form of government with a City Commission composed of five members, including the Mayor, who serve staggered four-year terms and are elected at-large (non-partisan). The elections are held on the second Tuesday in April of odd numbered years and two incumbent commissioners are expected to run for re-election in 2009. The Commission is stable - three of its members were first elected in 2001, one in 1995 and the other in 1991. The City Manager's Office is stable as well. The last two managers have served terms of seven (7) and thirteen (13) years. The Commissioners are long time city residents and most have known each other for years. Overall, they work well together and, while debates can be spirited, they generally operate in a collegial manner. Politics have been a bit more contentious in the past 18 months, in part due to some controversy involving the recently departed City Manager. The Commissioners have high regard for the City's staff and are quite pleased with the work and quality of the service it provides.

Coral Gables is a full service city with, as noted above, well over 800 employees and a total budget of \$144 million. The capital improvements budget is approximately \$4 million and the City has outstanding debt of \$62 million. Approximately 70% of the budget is personnel cost. As of fiscal year ending 2007, the City had a combined fund balance of \$15 million. Services include building and zoning, police, fire/EMS, a fully accredited parks and recreation, public works, trolley service (which is highly successful), historic resources (preservation and museum), two golf courses and a city-owned country club. It should be noted that the Fire Department is a Class 1 and the Police Department and Parks & Recreation Department are both fully accredited. The City has also been recognized nationally for its Emergency Management programs. Utilities are, for the most part, provided through the County.

The staff is talented, dedicated and long tenured. It takes pride in what it does and has very high expectations for itself. Some in the community have said that if awards were given in local government for the best supporting actor, this staff would win hands down. The City has three bargaining units: police (FOP), fire (IFFA) and general employees (which recently joined the Teamsters). The contracts for all three groups expired on September 30, 2008, and negotiations are on-going.

The City has also been unusually active and creative in the realm of public-private partnerships. For example, the City owns the Biltmore Hotel and contracts with a private contractor to operate it. In return, it receives 3.5% of the gross. Another example is the Gables Grand. In that case, the City owned the land and leased it to the developer for 99 years. The result was 200 market rate rental housing units on top of a developer financed public parking garage with 550 spaces and ground floor retail. The City also has a 20 acre public private mixed-use development anchored by Neiman Marcus and Nordstrom approximately 1 mile south of the downtown.

The Challenges

Coral Gables, while in excellent condition overall, is not without challenges. The previously mentioned expired union contracts need to be resolved. The current pension system is extremely costly - the City has invested \$20 million in each of the past two years - and in need of reform. Many of the senior staff will be retiring in the next three to five years and, while succession planning has been undertaken in some departments, no heir apparent exists in others. Public infrastructure is aging and historic civic landmarks are slowly being restored but the process is time-consuming and costly. While the City is proud of its strict codes, many suggest the permit process needs to be streamlined. Commercial tenants are struggling with significant increases in property tax pass-thrus while base rents continue to increase as the downtown grows vertically (thus requiring a new form of service delivery). A further decline in the economy could present some serious issues that the City would need to deal with. In addition, a development agreement with the University of Miami needs to be completed. All of the University's property is currently tax exempt and yet it is a fairly heavy user of city services. Both parties recognize a need for some compensation to the City for the services rendered. It is a matter now of agreeing on a formula and finalizing the agreement. The local newspaper has been quite critical of the City, particularly in terms of the prior manager, and some image rebuilding is needed.

The Ideal Candidate

As noted, Coral Gables expects its next manager to be truly exceptional. He/she will be an outstanding strategic, global and forward thinker. The individual will be a leader and manager who believes strongly in the Commission - Manager form of government and in accountability and transparency. Not only will he/she understand the internal workings of local government but will also be able to anticipate the effects that changes in the external environment will have on the community and the government. The next manager will have top-notch people skills and be an extraordinary communicator, someone who is equally comfortable talking to Fortune 500 CEOs, residents (young and old), the press and field staff. The Commission is looking for a role model - someone who will lead by example and possess the highest degree of professionalism, integrity, honesty and morality, and will expect the same from his/her staff. By the same token, the individual will be human, accessible, approachable, open and have a sense of humor. He/she will be highly visible - involved in the community, out walking the streets and attending community meetings.

The next manager will be the kind of person who can quickly win the respect of the community, staff and elected officials. The individual will be a strong manager, tough when appropriate, and an expert in reading the tea leaves about where the Commission is heading. If it appears that it is leaning towards an unwise decision in a public meeting, he/she will, with diplomacy, present the facts and the rationale for selecting a better option. However, once the Commission makes a decision and the discussion is over, the new manager will do his/her very best to implement that decision. He/she will be politically savvy

but not politically involved. The individual will know that counting to five is the right thing to do and that counting to three is not an option. The ability to anticipate the future, understand where the landmines are and then to chart the optimal course will be critical. The departure of the last manager was somewhat controversial and the next manager will need to help heal the City. Consequently, strong skills in consensus and team building are essential. Patience will also be a virtue in Coral Gables. Change often needs to be carefully charted and often takes a long time.

The next manager will have an outstanding track record of achievement and success. Finely-honed financial skills are expected and experience with unions is a must. The individual will understand the City's resources, how to assess the unions' needs and how to respond in an appropriate manner. The ideal candidate will also recognize the important role this community can, and should play, on regional and state issues. He/she will also have a firm grasp of information technology and its applications and will be able to anticipate issues and opportunities and inspire his/her staff to be proactive and resourceful. Experience in a community of at least 50,000 in an urban setting with its own thriving downtown, in a community with a university, and an understanding of, and the ability to operate in, a culturally and politically diverse environment like Miami-Dade County are all also important. A command of planning, zoning and building processes is a strong plus. A bachelors degree is required and a masters degree is preferred. The ideal candidate will have at least ten years experience as a high level manager, preferably in government, and will be an ICMA credentialed manager.

In addition, the individual must recognize the importance of history and tradition while being able to weave in state-of-the-art and cutting-edge processes into the municipal work program to enhance service delivery and operations. He/she must also understand the importance of celebrating the City's many successes publicly and be versed in the art of honest and effective communication. Furthering the City's outstanding image and maintaining the City's impeccable reputation will be critical to the next manager's success.

Compensation

The target for the starting salary is up to \$225,000 and will depend on qualifications. As noted, the City is looking for only the best and will provide compensation commensurate with ability and experience. City benefits are excellent.

Internal Candidates

There are no internal candidates. Rather the staff is yearning for a dynamic, focused and creative leader that exudes professionalism and integrity. It is, thus, committed to assisting this search in every way possible. They truly want the best person to lead and guide what they believe can become the best city in America. In other words, they also want the best there is.

Residency

Residency in the City is preferred but not required.

How to Apply

Email your resume to **Recruit29@cb-asso.com** by December 19, 2008. Faxed or mailed resumes will not be accepted. Questions should be directed to Colin Baenziger at 561-707-3537.

The Process

Candidates will be screened between December 20th and February 4th. Interviews are anticipated to be on February 20st and 21st with a selection made on February 23rd or 24th.

Other Important Information

Under the Florida Public Records Act, all applications are subject to public disclosure. The City is an Equal Opportunity Employer and minorities are encouraged to apply. A Veterans' Preference will be awarded if applicable and per Florida Statute.

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City Manager **Dania Beach, Florida**

The City

Dania Beach is a diamond in the rough. Incorporated in 1904, it is actually older than Broward County where it is located. While its current population is approximately 29,000, it maintains a small town feel. The City is located in southeast Florida between Fort Lauderdale (to the north) and Hollywood (to the south). Ft. Lauderdale-Hollywood International Airport is five minutes away and bounded on three sides by the City. In fact, the airport was called Fort Lauderdale-Hollywood International Airport at Dania Beach until the County (which operates the airport) and the City became embroiled in a dispute over the placement of a new runway. Overall, the City covers approximately eight (8) square miles and while primarily in-land, it does have an ocean marina and a pristine beach. In 2001, Dania Beach annexed several unincorporated areas to its west and increased its population from 20,000 to 28,000.

Given its location, recreational and cultural activities abound. In addition to the marina, much of the City has ocean access via canals and it has become a hub for the marine industry. It is also home to the International Game Fish Association's Fishing Hall of Fame & Museum. If you are a naturalist, the Everglades are only about 30 minutes west. With Fort Lauderdale 10 minutes to the north, West Palm Beach another 40 minutes further north and Miami 30 minutes to the south, a number of cultural and sporting venues are nearby. Several of its restaurants, such as Tropical Acres Steakhouse, the Islamorada Fish Company and Jaxson's Ice Cream Parlor, are nationally known.

But there is more to Dania Beach than that. It is the home of the Design Center for the Americas (DCOTA) and is the corporate headquarters for Diver's Direct. It also has a significant commercial and light industrial base. Finally, it is one of the few places where building activity has not ceased. Half a dozen hotels are either under construction or will be shortly.

The Government

The City is governed by a five member City Commission whose members serve staggered four year terms. The elected officials run at large and the top vote getter becomes the Mayor with the second highest vote getter serving as Mayor the following year. Three seats will be on the ballot in March of 2009. One incumbent is running for re-election, one has reached her limit of two terms and the third is retiring. In the past eight years the elected officials have worked hard to overcome the City's reputation for

contentious politics and being a difficult place for business and development. Its infrastructure has been upgraded (not too long ago, four stories was the maximum height for a building because the water pressure was not sufficient to feed anything taller) and the City is primed for redevelopment.

Dania Beach is a full service city with 166 full time employees and another 16 FTE in part timers. Its General Fund budget is \$36.5 million and the total budget is \$55 million. The City is financially sound with reserves of nearly \$14 million. Services include police (through a contract with the Broward Sheriff's Office), fire protection, parks and recreation, public works, water and wastewater utilities, and community development. Building inspection is done through the County.

The staff is generally very good, bright, hardworking and capable. The incumbent manager is retiring after eight (8) years as City Manager.

The Challenges

The elephant in the room is the proposed south runway at the Fort Lauderdale-Hollywood International airport. However, the City and County do enjoy a good relationship on other issues of common interest such constructing a new library next to city hall. It will directly impact 25% of Dania Beach and Broward County has approved it over the strong objections of the City. A law suit is likely. Otherwise, the key to the City's success is redevelopment and the establishment of a downtown near the city hall. Another challenge, as with virtually every other local government, is that revenues are limited. The property tax revenues are declining as property values decline and have been further limited by a property tax amendment to the state constitution and by the legislature. The City Commission does not want to raise taxes nor cut services. As a result, redevelopment is critical. The good news is that Dania Beach is well positioned for redevelopment. I-595 is virtually the City's northern boundary. The airport is on its doorstep and Port Everglades (the second busiest cruise port in the world and the 12th most container port in the United States in terms of volume) is partially in Dania Beach. Finally, as previously noted, the city's infrastructure has been upgraded.

Other issues involve completing the negotiations with the fire and general employees' unions (the later is already at impasse). Relationships with the County beyond the airport are not the most positive. Finally, the contract with the Sheriff's Office to provide police services will also need to be renewed shortly and it is anticipated that the Sheriff will want an increase.

The Ideal Candidate

The Commission is seeking a strong, professional and experienced manager. The individual will need to be street smart, well organized and disciplined. Leadership skills are very important as are interpersonal and intergovernmental relations skills. The elected officials are seeking someone who can negotiate without alienating. They also are not looking for a "yes man" but someone who has the courage of his/her convictions. Being politically astute with sound judgment and excellent diplomatic skills is important. The ideal candidate will be someone who is fair and who will focus on creating a team, on building camaraderie and morale and on collaboration with the CRA. The City has a vision and everyone needs to work together towards its success. Experience with redevelopment is essential. Creativity, particularly in these trying financial times, will be extremely important.

The ideal candidate will have a demonstrated track record of achievement and at least five years of public sector experience serving as a City Manager or Assistant. Graduation from an accredited four-year college or university with a degree in Public Administration, Political Science, Business Management, or a closely related field is required. A Masters Degree is preferred. Florida and coastal community experience is also preferred.

Compensation

The starting salary will be between \$120,000 and \$160,000. Benefits are very good. The City participates in the Florida Retirement System.

Residency

Residency is preferred but not required.

How to Apply

E-mail resumes to RecruitSix@cb-asso.com by December 10, 2008. Faxed or mailed resumes will not be accepted. Questions should be directed to Colin Baenziger at the following number: 561-707-3537.

The Process

Candidates will be screened between December 11th and January 5th. Interviews are anticipated to be on January 16th and 17th with a selection made on January 19th.

Other Important Information

The manager's position is relatively strong in that, by the City Charter, it requires four votes to fire the manager.

Under the Florida Public Records Act, all applications are subject to public disclosure. Dania Beach is an Equal Opportunity Employer and minorities are encouraged to apply. Veterans' Preference will be awarded if applicable and per Florida Statute.

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City Manager

Homestead, FL

(Permanent Population 59,800)

Homestead is a unique and dynamic city, full of potential and ready to go to the next level. It is home to the Ford 400 which is the last leg of NASCAR's Chase for the Sprint Cup and often where the championship is often decided. It has also been one of the fastest growing cities in the country over the past ten years. Located one mile west of Biscayne Bay and 35 miles southwest of the bright lights and cultural activities of Miami, it has rapidly become a thriving city in its own right. Biscayne National Park is just to the east, Everglades National Park to the west and the Florida Keys barely 20 miles south. Recreational activities abound. Some of the best fishing and scuba diving are within an hour's drive and a short boat ride. Housing prices are outstanding as market values have dropped dramatically due to the current recession. With the new Gateway K-8 Elementary School, the advent of charter schools, the recently developed attention of the Miami-Dade County School District and the soon to open medical and science technology magnet high school, Homestead's schools are on the rise. It also has an historic downtown, an active CRA, a developing Park of Commerce, a nearby private airport and an Air Force base that abuts the City limits.

But more importantly, the people are friendly with a sense of community. People are proud of their home town. They know it will continue to grow but they truly want to retain its neighborly feel.

HISTORY

Incorporated in 1913, Homestead is the second oldest city in Miami-Dade County (Miami was incorporated in 1896). While the area had been inhabited for many years, homesteaders began to arrive in numbers in the 1890s. At the time Henry Flagler was building the Florida East Coast Railroad and decided, in 1905, to extend it from Miami to Key West. A construction camp was set up in the area and workers began to refer to the area as "Homestead Country" – which the map makers then shortened to "Homestead."

The area prospered with the major source of revenue being agriculture. Winter vegetables and tropical fruits were shipped to the rest of the United States. The real estate boom in the early 1920s also helped. In 1942, the United States Army Air Force took control of an airstrip about a mile west of Biscayne Bay and it became the forerunner to Homestead Air Force Base.

For the next forty years, the economy revolved around agriculture and the nearby military base. In 1992, Hurricane Andrew devastated the City and the air base. The area rebounded nicely and at the time of the 2000 census, the area had a population of 31,900. By then, most of the rest of the County was built out and when the Florida land boom hit in the early 2000s, Homestead was one of the few areas in Southeastern Florida where land was readily available. The result was the City's population has almost doubled to its current 59,800.

COMMERCE

Agriculture remains a significant part of the area's economy. During the recent building boom, construction played a significant role. As the population almost doubled, medical, hospitality and retail became more important. The City's five largest employers are Homestead Hospital (1,211 employees in 2009), the City (425 in 2009), Publix (325), BJ's Wholesale Club (173) and Signature Health Care. However, for many residents their jobs are north in Miami or its nearer suburbs. SOUTHCOM is building a new \$44 million building on the Homestead Air Force Base and already had active duty personnel stationed at the facility. More will follow shortly and particularly when the facility is completed. The City's CRA is also active in promoting the area.

GEOGRAPHY, DEMOGRAPHICS AND CLIMATE

Homestead is located in a relatively low, flat area. It is 35 miles from Miami, 25 miles from Key Largo in the Florida Keys, five miles from Biscayne Bay and 65 miles from Fort Lauderdale.

Its climate is very similar to the rest of South Florida and characterized as subtropical. It has two basic seasons – the summer, rainy season and the winter, dry season. Average temperatures range from an average high of 90 degrees Fahrenheit in the summer to an average winter high of 77 degrees. Summer lows average in the low 70's and mid 50's in the winter. The average annual precipitation is 58 inches, most of which typically falls in the summer.

Due to large number of people moving into the community over the last ten years, reliable demographic data will not be available until the 2010 census is completed. Current best estimates are that 35% of the population is under 18, 11% is between 18 and 25, 47% is between 25 and 65 and the remaining 7% is over 65. The median age is 27. It is also estimated that 75% of the population is Caucasian, 17% African American and "Other Races" make up the remaining 8%. Hispanics are estimated to comprise 61% of the population. Median family income is \$36,950.

THE GOVERNMENT

Homestead provides its residents with almost all the standard services cities provide: Community Development, Engineering and Environmental Services (including Water and Wastewater), Parks, Police, Public Works and Recreation. The notable exceptions are Fire Service and Library Services, both of which are provided by the County. The City's park system is extensive and it also has its own Electric Utility. It also owns the Homestead-Miami Speedway which is leased to a private entity to operate for \$2.16 million annually. The facility was constructed in 1994 – 1995 as part of a plan to help the City rebound after Hurricane Andrew and opened in November 1995. It currently hosts events approximately 270 days a year and these include the IRL IndyCar Series, NASCAR Sprint Cup Series, Nationwide Series, Camping World Truck Series and Grand-Am Rolex Sports Car Series.

The City utilizes the Council – Manager form of government. It has a seven member Council. The Mayor is elected at large and serves a two year term. The Council Members are also elected at large but represent geographic districts and serve staggered, four-year terms. The next election will be in November 2011. Overall the Council gets along reasonably well.

The department directors and staff are generally very capable and work well together even though several are relatively new to their positions. They are friendly and take pride in their work. They are also flexible and the management and staff are not calcified as one sometimes finds in other, established local governments.

Homestead has a General Fund Budget for 2009 – 2010 of \$37,367,000. Its total budget is \$145,466,000 and includes, beyond the General Fund, the Electric Utility and debt service (\$57,857,000), Water and Wastewater (\$11,372,000), Stormwater (\$1,784,000), Solid Waste (\$9,585,000) and other (\$27,521,000). The City anticipates ending FY 2010 with a fund balance of approximately \$16 million. It has 447 employees, of which 381 are fulltime. The largest single groups are Police with (147 full-time employees and 47 part-time), Public Works and Engineering (77) and Utilities (49 fulltime employees).

The City has three bargaining units. The Police Benevolent Association represents the uniformed officers (the

first bargaining unit) and the Lieutenants (the second bargaining unit. The International Brotherhood of Electrical Workers represents the general employs.

CHALLENGES

The first and foremost challenge will be financial. Thus far, Homestead has weathered the current economic downturn reasonably well (its budget and employee count in FY2010 are very similar to those of FY2008). FY2011, however, may well bring some serious financial issues. The City had numerous foreclosures and its financial staff expects property values to decline at least another 10% and possibly as much as 20%. The relatively painless cuts have all been made and if revenues do decline further, additional efficiencies will need to be found, some programs will need to be cut and/or employees laid off. Second, economic development/redevelopment needs to move more quickly in the City. Too many of its residents have to drive north, out of the City, to find work. The City does have ample land for development including a largely vacant 200 acre business park. Third, the Homestead Air Base presents both challenges and opportunities. As noted, it is expected to grow and increase the number of active duty military personnel stationed there. On the other hand, the base has been (or will be) reconfigured and some conflict exists between its proposed layout and the neighboring land uses. Specifically, a portion of the proposed business park is in the flight path. Fourth, the City has had two managers in the past two years after having had the one manager for the prior eight years. It hopes to return some stability to the manager's office. Finally, the rapid growth has caused a bit of an old versus new, east versus west divide. The Council and the next manager will be actively involved in ensuring the community functions as one.

THE IDEAL CANDIDATE

Homestead is seeking an outstanding professional - a manager, leader and consensus builder. Strong financial skills will be important but the individual will also recognize that the slowdown has provided an opportunity to reassess the City's direction and to plan for the future. He/She will possess excellent people and communications skills, be honest, have a high degree of integrity and be fair and even handed. The next manager will understand whom he/she works for -- all seven Council Members - but also understand that it takes a majority to direct policy. As such the next manager will treat all the Council Members equally and share information but will also remind them when they overstep their boundaries and tell them no when it is appropriate. She/He will be comfortable with Council Members interacting (but not directing) staff.

The individual will not be a micromanager but will hold staff accountable for their actions and for results. The next manager will be responsive, high energy, thoughtful, customer service oriented, open and direct yet diplomatic and accomplishment oriented. Homestead wants its next manager to take it to the next level and there is no time to waste. It is also a diverse community and the next manager will be friendly, comfortable with people from all walks of life and very accessible. He/She will see the big picture but understand day-to-day operations as well. The next manager will understand the importance of process but also understand these processes need to be as efficient and effective as possible. Willingness to challenge established thinking is critical, and strong negotiation skills will be very important. It will also be important for the next manager to appreciate and be sensitive to the needs of other cultures, minorities and ethnicities.

The position requires a Bachelors degree, with a Masters preferred. Seven years of senior level management supervising or managing a complex organization is ideal. Experience with utilities, economic development and Unions is a plus. Florida experience is preferred as would be the ability to speak Spanish. Neither is, by any means, a requirement or expected.

COMPENSATION

The starting salary range is \$140,000 to \$180,000. The City will also consider performance incentives beyond the base salary. Benefits are very good.

RESIDENCY

The next manager will be required to establish residency in the City within 12 months of employment and will be expected to remain a resident as long as she/he is the manager.

CONFIDENTIALITY

In Florida, all applications become a public record once submitted.

HOW TO APPLY

E-mail your resume to **RecruitFive@cb-asso.com** by October 1, 2010. Faxed or hard copy applications will not be considered. Please direct all of your questions to Colin Baenziger at (561) 707-3537.

THE PROCESS

Firm dates have not yet been set but it is anticipated the candidates will be interviewed by early December and the next manager will start at the beginning of the coming year.

OTHER IMPORTANT INFORMATION

Homestead is an Equal Opportunity Employer and values diversity at all levels of its workforce. It encourages minorities and women to apply.

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Bob Murray & Associates brings a personal approach to providing quality executive recruitment services. Our clients include cities, counties, and special districts, both large and small. Our experience includes working with the cities of San Francisco, Los Angeles, Long Beach, Fresno, Sacramento, and San Diego, CA; Eugene, Salem, and Portland, OR; Seattle, WA; San Antonio, TX; New Orleans, LA; Greenville, SC; Norfolk, VA; Jupiter and Miami Beach, FL; and Washington DC. Counties we have assisted include Orange County, Monterey County, and Marin County, CA; Clackamas County and Washington, OR; Fulton County, Orange County and Lowndes County, GA; Arlington County, VA; and Bay County, FL. We have also assisted a number of special districts and professional organizations including the Bay Area Air Quality Management District, the Arizona Municipal Water Users Association and the California State Association of Counties.

Many of our clients are "repeat customers" that return to Bob Murray & Associates because of our emphasis on quality and our success in finding candidates for positions that are difficult to fill.

Through many years of experience, we have created an ideal recruitment process by combining our ability to help you to determine the direction of the search and the types of candidates you seek. We understand the importance of recruiting candidates who are not necessarily looking for a job and are doing well in their current position. Working with professionalism, integrity and personal attention, our team-oriented search process, in addition to our proven expertise, ensures that the candidates we present for your consideration will match the criteria you have established and will be outstanding in their field. Our collaborative process, created to build partnerships with our clients, entails the following:

- Developing a Candidate Profile
- Advertising Campaign and Recruiting Brochure
- Recruiting Candidates
- Candidate Interviews and Evaluation
- Referencing Top Candidates
- Recommendation
- Final Interviews and Background Checks
- Negotiations

Our Dedicated Team

To learn more about our dedicated team, please use the links below.

Bob Murray, President

Regan Williams, Vice President

Wesley Herman, Vice President

S. Renee Narloch, Vice President — Southeast/Mid Atlantic Region

Amanda Urrutia-Sanders, Principal Consultant

Sarah Kenney, Senior Consultant

Rosa Gomez, Administrative Manager

Professional Qualifications

Bob Murray President

Mr. Murray brings over 20 years experience as a recruiter. Mr. Murray is recognized as one of the nation's leading recruiters. He has conducted hundreds of searches for cities, counties, and special districts. He has been called on to conduct searches for some of the largest most complex organizations in the country and some of the smallest. Mr. Murray has conducted searches for chief executives, department heads, professional and technical positions. Mr. Murray has taken the lead on the firm's most difficult assignments with great success. His clients have retained him again and again given the quality of his work and success in finding candidates for difficult to fill positions.

Prior to creating Bob Murray & Associates, Mr. Murray directed the search practice for the largest search practice serving local government in the country. Mr. Murray has worked in local government and benefits from the knowledge of having led an organization. Prior to his career in executive search he served as the City Manager for the City of Olympia, Washington. He has also served as an Assistant City Manager and held positions in law enforcement.

Mr. Murray received his Bachelor's degree in Criminology from the University of California at Berkeley with graduate studies in Public Administration at California State University at Hayward.

Regan Williams Vice President

Mr. Williams brings 30 years of local government experience to Bob Murray & Associates. Most recently, he worked as a private consultant with Deloitte and Touche on various public sector assignments. Prior to that, he served as Director of Public Safety with the City of Sunnyvale, CA.

Mr. Williams was involved in the development of some of Sunnyvale's most innovative programs and has a national reputation for excellence in law enforcement. He has been responsible for numerous recruitments throughout his career. Clients find his insight and

expertise in recruitment and selection a valuable asset.

Mr. Williams received his Bachelor's degree in Administration of Justice from San Jose State University. He is also a graduate of the FBI National Academy.

Wesley Herman
Vice President

Mr. Herman brings over 10 years of management and recruitment experience to Bob Murray & Associates. Most recently, he worked as a regional manager for an investment firm directing the recruitment, development and management of a team of associates located throughout the west coast. Mr. Herman served as the lead contributor to conduct all candidate interviews, engage in negotiations and make recommendations to the firm's principals regarding associate employment for his division. In addition, Mr. Herman has acted in various public sector capacities including as a law enforcement officer and as a legislative advocate for a state industry association.

Mr. Herman's local government and private industry experience have afforded him a unique insight into the specialized needs of each selection process and the ability to identify the ideal group of candidates for an open position. Bob Murray & Associates values his strength in communicating and identifying quality candidates.

Mr. Herman received his Bachelor's of Science degree in Economics and Business Administration from Saint Mary's College of California. He has had further studies in both Public Administration and the Administration of Justice.

S. Renee Narloch
Vice President —
Southeast/Mid Atlantic Region

S. Renee Narloch is the Director of our East Coast Office located in Tallahassee, Florida. Ms. Narloch has extensive experience in public sector recruitments nationwide. She was formerly employed by a large, national search firm as a Senior Recruiter with sole responsibility for the firm's executive search practice in the Southeastern, Mid-Atlantic and Mid-Western states.

Ms. Narloch has fifteen years of experience in Executive Recruitment and has been involved in over 400 national searches. Prior to her recruitment career, she was a Senior Consultant for a national search firm's cost plan and revenue enhancement divisions, serving public sector clients nationwide. She also worked for three Fortune 500 companies in their sales, marketing and financial accounting divisions. Ms. Narloch is responsible for all facets of recruitment including serving as lead consultant with project management responsibilities, recruiting candidates, conducting preliminary interviews and detailed reference inquiries, and assisting clients in final interviews and negotiations. As Director of the East Coast Office, Ms. Narloch provides expertise in public sector recruitment, enabling us to better serve clients nationwide.

Ms. Narloch received her Bachelor's of Arts degree in Information Studies, summa cum laude, at the Florida State University, Tallahassee, Florida.

Amanda Urrutia-Sanders
Principal Consultant

As a Principal Consultant with Bob Murray & Associates, Ms. Urrutia-Sanders is responsible for research, candidate recruitment and screening, as well as reference checks and background verifications. She focuses on client communication and works closely with clients to coordinate candidate outreach and ensure a successful search.

Ms. Urrutia-Sanders brings several years of industry experience as she worked for one of the nation's largest recruitment firms. Her insight into the recruitment process is a valuable asset to Bob Murray & Associates.

Ms. Urrutia-Sanders received her Bachelor's of Arts degree in Communications from the University of Wyoming.

Sarah Kenney
Senior Consultant

As a Senior Consultant with Bob Murray & Associates, Ms. Kenney is responsible for candidate recruitment and screening, research, reference checks, and background verifications. Her focus is client service, and she works closely with clients to coordinate candidate outreach and ensure successful searches.

Ms. Kenney brings over a decade of customer service and management experience to Bob Murray & Associates. She has been on both sides of the hiring process and uses her experience to ensure all parties involved are satisfied with every step of recruitment at our firm.

Ms. Kenney received her Bachelor of Arts degree in Psychology from the University of California at Davis.

Rosa Gomez
Administrative Manager

Ms. Rosa Gomez is the Administrative Manager at Bob Murray & Associates. Ms. Gomez is the first point of contact at Bob Murray & Associates and has extensive administrative experience. Ms. Gomez is known for her personal approach as she works closely with clients and candidates alike to ensure a successful search. As the first point of contact for Bob Murray & Associates Ms. Gomez's professional approach is of the highest caliber.



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City of Fort Lauderdale, Florida

City Manager

Located along the beautiful, pristine southeast coast of Florida between Miami and Palm Beach, the City of Fort Lauderdale is the 7th largest city in Florida and the largest of Broward County's 31 municipalities. A diverse and vibrant community, Fort Lauderdale is the county seat and has a strong economy and exceptional amenities which contribute to its overall excellent quality of life. The City is seeking a City Manager to oversee the City's day-to-day operations. The City has approximately 2,500 full-time staff and a total budget of \$612 million, including a General Fund of \$324 million. The City Manager is appointed by the City Commission which consists of the Mayor and four District Commissioners and is responsible for 16 city departments which include the City Manager's Office, Building, Business Enterprises, Economic Development, Finance, Fire-Rescue, Human Resources, Information Systems, Office of Professional Standards, Parking and Fleet Services, Parks and Recreation, Planning and Zoning, Police, Procurement Services, Public Information and Public Works. A visionary leader with a collaborative management style and excellent interpersonal and communication skills is needed. The ability to align the agency to meet the challenges of the future and to look at the organizational paradigms with a fresh perspective is priority. A solid understanding of sound financial practices and principles is imperative. Experience in strategic planning, performance measurements, benchmarking, budgeting for outcomes, and union negotiations is desired. A Bachelor's degree with an emphasis in public or business administration is required; a Master's degree is preferred. Candidates should have at least ten years of experience in public administration, preferably with a municipality of similar size and complexity. The salary range is open, dependent upon qualifications. First review of applications will take place on March 15, 2011; position is open until filled.

The City of Fort Lauderdale is an Equal Opportunity/ADA Employer. Pursuant to Florida's open records law, the application/resumes are subject to public disclosure.

- [Detailed Description \(PDF\)](#)
- [Detailed Description \(HTML\)](#)

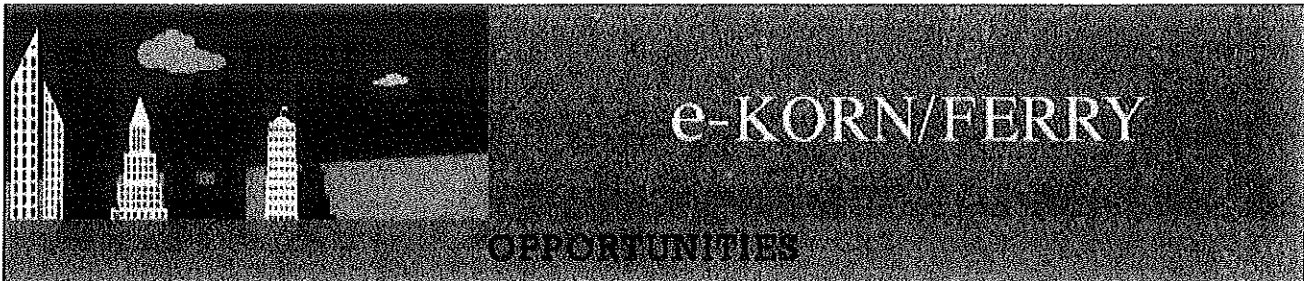
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JY145



Director of Veterinary Resources

COMPANY

University of Miami Leonard M. Miller School of Medicine

Posted: May 03, 2011

LOCATION

Miami, Florida

POSITION DESCRIPTION

The University of Miami, Office of Research, seeks an experienced laboratory animal veterinarian to lead the Division of Veterinary Resources and acts as the attending Veterinarian. The Director of Veterinary Resources is responsible for establishing and directing the execution of the strategic plans for DVR. Develop strategies and evaluates current procedures and practices for accomplishing objectives. Act as a representative of University or School while setting development plans and goals for the upcoming year. The University of Miami (UM) and Miller School of Medicine is an AAALAC accredited program centralized in Miami-Dade County, Florida over four campuses which house research animals. All animal-related activities are coordinated through the Division of Veterinary Resources and reviewed by the Institutional Animal Care and Use Committee (IACUC).

Requirements: ACLAM (American College of Laboratory Animal Medicine) board certification required with a minimum of 3 years experience as an Associate Director, Director or equivalent position. Candidate must possess a veterinary degree from an AVMA-accredited institution or equivalent, be licensed to practice in at least one state. Ability to collaborate and interact productively with colleagues is critical, as is a commitment to the welfare of laboratory animals. Must possess excellent communication and interpersonal skills, and an orientation toward service. Salary commensurate with qualifications and experience. Collaborative research opportunities are available and encouraged. Any appropriate combination of relevant education, experience, and/or certifications will be considered.

The University of Miami offers competitive salaries and a comprehensive benefits package including medical and dental benefits, tuition remission, vacation, paid holidays and much more. The University of Miami is an Equal Opportunity/Affirmative Action Employer.

Korn/Ferry shall provide equal employment opportunity to all qualified candidates, and will refer candidates without regard to race, color, religion, national origin, sex, age, disability, veteran status or any other legally protected basis. Korn/Ferry shall comply with all applicable laws, rules and regulations in the performance of duties pursuant to this Agreement, including but not limited to, Title VII of the Civil Rights Act, the Age Discrimination in Employment Act, the Americans with Disabilities Act, and state and local anti-discrimination laws to the extent applicable.

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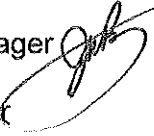
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City Council Meeting of:

5-9-2011**CITY OF MIAMI SPRINGS**

Recreation Department
1401 Westward Drive
Miami Springs, FL 33166-5289
Phone: (305) 805-5075
Fax: (305) 805-5077

TO: Honorable Mayor Garcia and Members of the City Council

VIA: James R. Borgmann, City Manager 

FROM: Omar Luna, Recreation Director

DATE: May 4, 2011

SUBJECT: Miami Dade Aquatics Club Agreement (MDAC)

MDAC is a very popular program in Miami Springs that provides our community with an opportunity for our children to learn to swim at a very high competitive level.

Proposed agreement is for one year from May 1, 2011 to April 30, 2012 to use the City use the swimming pool on each Monday through Friday from 4:45 A.M. to 6:30 A.M. and 5:00 P.M. to 7:00 P.M., and on each Saturday from 8:30 A.M. to 11:00 A.M., during the fall/winter schedule period from May 1, 2011 to June 11, 2011 and August 22, 2011 to April 30, 2012, and Monday through Friday from 8:00 A.M. to 10:00 A.M. and from 4:00 P.M. through 6:00 P.M., and on each Saturday from 8:30 A.M. to 11:00 A.M., during the summer schedule period from June 13, 2011 to August 20, 2011.

MDAC agrees to pay the City monthly use fee of one thousand dollars (\$1,000.00) which is due, in advance, on the first of each month commencing May 1, 2011 and ending with final payment on April 30, 2012.

Ricardo Rodriguez and the MDAC coaches do an excellent job of providing a program that is professional. They also have a great working relationship with the Recreation Department and the Pool Staff. It is recommended that Recreation continue to offer MDAC to our residents by approving the attached agreement.

FACILITY AGREEMENT

THIS AGREEMENT is entered into this _____ day of _____, 2011 by and between the **CITY OF MIAMI SPRINGS**, a Florida Corporation, hereinafter referred to as "**City**", and **Ricardo Rodriguez d/b/a "Miami Dade Aquatic Club", LLC.**, hereinafter referred to as "**MDAC**";

WITNESSETH:

WHEREAS, **MDAC** has approached the City to solicit authorization to utilize the Swimming Pool to conduct classes Monday thru Friday mornings and evenings and Saturday morning; and,

WHEREAS, the Recreation Department of the City is desirous of providing the widest variety of recreational and educational activities for citizens on a continuing basis; and,

WHEREAS, the City Council of the City of Miami Springs has reviewed and discussed the proposal of the **MDAC** program and has determined that, subject to the terms and conditions of this Agreement, it is in the best interests of the City and its citizens to authorize the limited usage of the Miami Springs Swimming Pool for the purposes proposed;

NOW, THEREFORE, in consideration of the mutual covenants contained herein, the mutual sufficiency of which is hereby acknowledged, the parties hereby agree as follows:

USE OF PREMISES

The City of Miami Springs hereby grants to **MDAC** the right to use the swimming pool on each **Monday through Friday from 4:45 A.M. to 6:30 A.M. and 5:00 P.M. to 7:00 P.M., and on each Saturday from 8:30 A.M. to 11:00 A.M., during the fall/winter schedule period from May 1, 2011 to June 11, 2011 and August 22, 2011 to April 30, 2012, and Monday through Friday from 8:00 A.M. to 10:00 A.M. and from 4:00 P.M. through 6:00 P.M., and on each Saturday from 8:30 A.M. to 11:00 A.M., during the summer schedule period from June 13, 2011 to August 20, 2011** for the operation of a program known as **MDAC**, upon the terms and conditions set forth herein. Notwithstanding the foregoing, the City reserves the right to utilize the areas being provided to **MDAC** upon reasonable advance notice for City related or sponsored activities. The City also requires that **MDAC** to leave a lane open at the deep end of the pool at all times, and to have a coach/representative on the premises until all swimmers have left the facility.

PAYMENTS FOR USAGE

MDAC agrees to pay the City a monthly use fee of one thousand dollars (\$1,000.00) which is due, in advance, on the first of each month commencing May 1, 2011 and ending with final payment on April 30, 2012. Payments received more than 10 days after the due date will be subject to a twenty dollar (\$50.00) per day late payment fee.

MAINTENANCE OF PREMISES

MDAC agrees to clean and maintain the area used for its activities so that it is returned to the City in the same condition as received (i.e. swimming caps, goggles,

equipment, boards, water bottles and drinks). In the event that **MDAC** does not comply with this clean up and maintenance provision, **MDAC** agrees to reimburse the City for the actual costs incurred in cleaning the facility following its usage.

ACCEPTANCE OF AGREEMENT

MDAC hereby accepts this agreement granted by the City for the use of the Miami Springs Pool for the operation of and **MDAC** program upon the terms and conditions set forth herein.

TERM OF AGREEMENT

This Agreement shall be for a period of one (1) year beginning on May 1, 2011 and continue through April 30, 2012.

RENEWAL OF AGREEMENT

This Agreement may be renewed upon the mutual consent and agreement of the parties hereto.

TERMINATION OF AGREEMENT

This Agreement may be terminated by either party hereto, without cause, by providing the other party written notice thereof by certified mail, return receipt requested, or by hand delivery, to be effective thirty (30) days from receipt of said written notice.

INSURANCE

MDAC shall, at all times during the term hereof, maintain insurance coverage in the amount of \$1,000,000, which shall also name the City as an additional insured under the policy. All such insurance, including renewals, shall be subject to the

approval of the City for adequacy of protection and evidence of such coverage shall be furnished to the City on Certificates of Insurance indicating such insurance to be in force and effect and providing that it will not be cancelled during the performance of the services under this Agreement without thirty (30) calendar days prior written notice to the City. Completed Certificates of Insurance shall be filed with the City prior to the performance of services hereunder, provided, however, that **MDAC** shall, at any time, upon request, file duplicate copies of the policies of such insurance with the City.

HOLD HARMLESS AND INDEMNIFICATION

In addition to the aforementioned required insurance coverage to be provided to the City, **MDAC** shall hold the City, including its officials, employees and representatives, harmless and indemnify it against all claims, demands, damages, actions, causes of actions, liability, costs, expenses, and attorney's fees arising out of, or resulting from, injury to or death of persons, or damage to or loss of property, sustained on or about the licensed premises, arising from the services, acts, actions, omissions or failures to act of **MDAC** or of any of its employees, agents, representatives, invitees, or guests. Additionally, the protections provided by this provision shall also include any costs, expenses, or legal fees the City may incur in establishing that **MDAC** or its insurer are responsible to provide protection, coverage, and representation to the City, its officials, employees, and representatives for any incident that may occur during the term hereof.

PROHIBITED ACTIVITIES

MDAC shall not use the premises for any inappropriate or unlawful purpose and shall comply with all State, County and City laws, statutes, ordinances, policies, rules

and regulations applicable now, or in the future, to the operation of **MDAC** and the premises. **MDAC** shall not permit any offensive, or dangerous activity, nor any nuisance or other conduct in violation of the public policy of the City, county or state on the premises.

NONDISCRIMINATION

MDAC represents and warrants to the City that it does not and will not engage in discriminatory practices and that there shall be no discrimination in connection with the performance of this Agreement on account of race, color, sex, religion, age, handicap, marital status or national origin. **MDAC** further covenants that no otherwise qualified individual shall, solely by reason of his/her race, color, sex, religion, age, handicap, marital status or national origin, be excluded from participation in, be denied services, or be subject to discrimination under any provision of this Agreement.

ASSIGNMENT

This Agreement shall not be assigned, in whole or in part, without the prior written consent of the City Manager, which may be withheld or conditioned, in the City Manager's sole and exclusive discretion.

ATTORNEY FEES AND COSTS

If either party to this Agreement initiates litigation to enforce any provisions hereof or for damages on account of any breach of this Agreement, the prevailing party in any such litigation, and any appeals there from, shall be entitled to recover from the other party, in addition to any damages or other relief granted as a result of such

litigation, all costs and expenses of such litigation and reasonable attorney's fee as fixed by the court.

NOTICES

All notices or other communications required under this agreement shall be in writing and shall be given by hand-delivery or by registered or certified U.S. mail, return receipt requested, addressed to the other party at the following address or to such other address as a party may designate for notice:

NOTICES TO BE GIVEN TO CITY SHALL BE ADDRESSED AS FOLLOWS:

CITY OF MIAMI SPRINGS
Attention: James Borgmann, City Manager
201 Westward Drive
Miami Springs, FL 33166

NOTICES TO BE GIVEN TO MDAC SHALL BE ADDRESSED AS FOLLOWS:

Miami Dade Aquatic Club
10015 SW 2 Terrace
Miami, Florida 33174

MISCELLANEOUS PROVISIONS

A. That this Agreement shall be construed and enforced in accordance with the laws of the State of Florida.

B. That title and paragraph headings contained herein are for convenient reference and are not a part of this Agreement.

C. That should any provision, paragraph, sentence, word or phrase contained in this Agreement be determined by a court of competent jurisdiction to be invalid, illegal

or otherwise unenforceable under the laws of the State of Florida, such provision, paragraph, sentence, word or phrase shall be deemed modified to the extent necessary in order to conform with such law, or if not modifiable, then same shall be deemed severable, and in either event, the remaining terms and provisions of this Agreement shall remain unmodified and in full force and effect or limitation of its use.

D. That this Agreement constitutes the sole and entire understanding between the parties hereto. No modification or amendment hereto shall be valid unless in writing and executed by properly authorized representatives of the parties hereto.

E. That this Agreement shall be binding upon the parties hereto, their heirs, executors, legal representatives, successors or assigns.

F. That **MDAC** has not been procured and is being engaged to provide services to the City as an Independent Contractor, and not as an agent or employee of the City. Accordingly, **MDAC** shall not attain, nor be entitled to, any rights or benefits under the Civil Service or Pensions Ordinances of the City, nor any rights generally afforded civil services or non-civil service employees. **MDAC** further understands that Florida Worker's Compensation benefits available to employees of the City are not available to it, and it agrees to provide workers' compensation insurance for any employee or agent rendering services.

THIS SPACE INTENTIONALLY LEFT BLANK

IN WITNESS WHEREOF, MDAC and the City have set their hands and seals on
the day and year first above written.

Miami Dade Aquatics Club, LLC.

WITNESSES:

Print Name: _____

By: _____
Ricardo Rodriguez

Print Name: _____

STATE OF FLORIDA
COUNTY OF MIAMI-DADE

The foregoing instrument was acknowledged before me this _____ day of
_____, 2011, by Ricardo Rodriguez, Owner of Miami Dade Aquatic Club. He
is personally known to me or has produced _____ as
identification, and did take an oath.

Notary Public, State of Florida

COMMISSION:

WITNESSES:

Print Name: _____

Print Name: _____

CITY OF MIAMI SPRINGS

By: _____
JAMES BORGMANN,
City Manager

ATTEST: _____
Magali Valls,
City Clerk

STATE OF FLORIDA
COUNTY OF MIAMI-DADE

The foregoing instrument was acknowledged before me this _____ day of _____, 2011, by JAMES BORGMANN, City Manager and Magali Valls, City Clerk of the City of Miami Springs, Florida. They are personally known to me or have produced _____ as identification, and did take an oath.

Notary Public, State of Florida

COMMISSION:

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City Clerk's Office – 5/5/2011



Agenda Item No.

City Council Meeting of:

5-9-2011

**CITY OF MIAMI SPRINGS, FLORIDA
MEMORANDUM**

TO: James R. Borgmann, City Manager *J. Borgmann*

FROM: Suzanne Hitaffer, Clerk of the Memorial Committee *S. Hitaffer*

VIA: Magali Valls, City Clerk *M. Valls*

DATE: May 4, 2011

SUBJECT: Board Recommendations

The Memorial Committee made the following recommendations by motion during their meetings of April 4 and May 2, 2011:

- *"Committee member Shapiro moved to recommend a memorial for Thelma Butler on the stone monument at the Circle. Committee member Goodlett-Taylor seconded the motion, which carried unanimously on voice vote.*
- *Committee member Shapiro moved to recommend that the language for the plaque should include the words "Pioneer to the City of Miami Springs". Committee member Pérez-Vichot seconded the motion which carried unanimously on voice vote.*
- *Committee member Pérez-Vichot moved to recommend that Stafford Park should be used to establish some type of memorial or recognition for Officer Haworth either: 1) a separate memorial or, 2) the dedication of one of the softball fields in her memory. Pastor Lahmeyer seconded the motion, which carried 3-0 on voice vote."*

